MARCH 1961

INDUSTRIAL DEVELOPMENT AND MANUFACTURERS RECORD

THE INTERNATIONAL GUIDE TO INDUSTRIAL PLANNING AND EXPANSION

UNIVERSITY MICROFILMS
313 NORTH FIRST ST.
ANN ARBOR, MICH.
ID 6

The Firestone Tire & Rubber Company's Raymond C. Firestone describes in a report specially prepared for ID the extensive planning that has been the major factor in his company's growth. The story begins on page 12.

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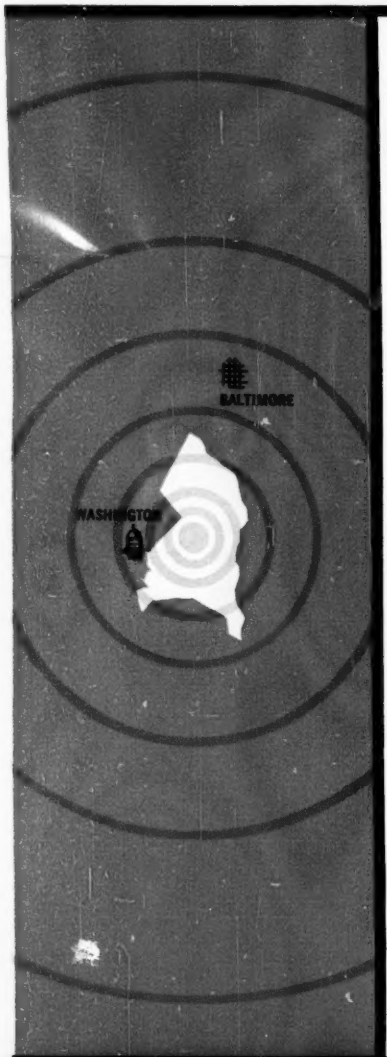

Minneapolis-Honeywell Regulator Company

Industrial Systems Division

10721 HANNA STREET · BELTSVILLE, MARYLAND

March 14, 1960

Mr. T. Howard Duckett, Chairman
Prince Georges County Industrial Development Committee

Dear Mr. Duckett:

Honeywell elected to locate in Prince Georges County because of the favorable conditions within, and surrounding this region. Like all organizations, our success in competitive industry depends much upon the ability, and morale of personnel, the real facilities available, and our relative geographic location.

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John G. Booth
General Manager

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Issued monthly, except semi-monthly in May (13 issues a year), by Conway Publications, Inc., 2592 Apple Valley Road, Atlanta 19, Georgia, Telephone CEdar 3-7153, Cable Address: CONPUB.

BPA

Annual subscription rate for INDUSTRIAL DEVELOPMENT including MANUFACTURERS RECORD, the SITE SELECTION HANDBOOK, and the BLUE BOOK-DIRECTORY is $12 per year. (A 50 per cent discount is allowed manufacturing executives responsible for selecting sites for new facilities. Enclose card or letterhead as proof of position.) 2nd class postage paid in Atlanta, Ga. under the Act of March 3, 1879. Microfilm of INDUSTRIAL DEVELOPMENT is available from University Microfilms, Ann Arbor, Michigan.

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CHECK POINTS

DURING recent years we have recognized a growing need for improved communications between those executives in industry who are responsible for planning future growth and expansion. Thus, we are happy to give our support to the new Industrial Development Research Council announced in a recent issue.

The IDRC will be a truly professional, non-profit association having as its basic objective the advancement of scientific methods in the field of expansion planning. Its membership will include executives of significant industrial firms whose duties and interests involve such matters as evaluating company growth, planning capital improvements budget, facility planning, site selection, real estate management, plant financing, community relations, zoning, and various applications of economic geography.

Already, there are a surprising number of such specialists on the staffs of major industrial firms. The initial IDRC survey reveals some 500 executives who may be eligible for membership. Many others, who devote part-time to expansion planning functions, will be eligible for associate membership. Within a few years, the number of eligible could easily run into the thousands.

The new organization should find many opportunities for constructive service. Its members are the key "buyers" of industrial development opportunities. The "sellers" — chambers of commerce, railroads, utilities, and other such area development groups — have long been organized and their organizations have been generally successful.

But the man from industry who attended one of the conferences of area development salesmen has inevitably felt like a fish attending a seminar on angling techniques. True, he shares many interests with the area men, but he also has some distinctly different viewpoints, and he needs a different forum.

The IDRC will meet this need. It will bring together men from industry in a non-promotional environment. They will be able to participate in a free exchange of views on the complete range of factors involved in carrying out their responsibilities. The state of the art today is such that everyone can benefit from such a program.

About the only thing industrial expansion planners have in common today is the desire to see their firms expand in a healthy, constructive, and profitable fashion. There is little evidence of uniformity in organization, programs, or techniques. We think this is a direct result of absence of communication and lack of a professional base.

The titles of the men who are serving on the IDRC provisional board of directors is proof of diverse approaches found in the larger firms today. Here are just a few of the positions represented:

Director of Long Range Planning
Vice President, Development and Expansion
Director, Facilities Planning
Manager, Real Estate Administration
Manager, Property Acquisitions
Manager of Real Estate
Consultant, Construction Engineering
Vice President, Planning
Manager of Facilities
Vice President, Capital Improvements
Vice President of Facilities
Industrial Engineering and Construction
Manager, Site Surveys

Senior Engineer, Sites
Director, Corporate Planning and Development
Manager of Properties
Coordinator of Facilities Planning
Manager, Facilities Planning Department
Director of Real Estate
Director of Industrial Development
Manager, Real Estate and Construction

Obviously, the men who make expansion plans today can be found almost anywhere on the company organization chart. And we would certainly agree that variation from company to company is to be expected. But we are equally sure that much of the non-uniformity is due simply to lack of an accepted pattern. This means that the expansion planner and his function fail to receive as much identification and recognition as would otherwise be the case.

These are some of the reasons that the IDRC's first program proposes to cover such topics as the place of the development executive on the company organization chart; salaries and compensation for development executives in industry; job analyses and specifications for development executives; size and composition of the staff of the development department; areas of responsibility of the development executive; and establishing policy for development programs.

Of course, the first session of IDRC will bring together men of varied professional backgrounds. Many are engineers. Others are economists. Among board members there are men with backgrounds in marketing, business administration, architecture, and finance. Some are highly enthusiastic about things IDRC can accomplish in the near future. Others are frankly skeptical about immediate results, believing the evolution of the new professional approach will be long and slow.

The initial IDRC announcement has brought an excellent response from expansion-planning executives in industrial firms throughout the country. The provisional board of directors already includes representatives from such companies as AMP, Ball Brothers, Chicopee Mfg., Continental Can, Delta Airlines, Eberhard Faber, General Dynamics, General Electric, Holiday Inns, Lau Blower, Lukens Steel, SKF Industries, A. E. Staley, Western Electric, and Yale & Towne.

Whatever the difference in views, there are enough executives with common interests to guarantee that the IDAC will succeed. It fills a rather obvious gap in the nation's business organization structure. It will not be competitive with any other association or society. In fact, there is every reason to anticipate close cooperation between the IDRC and numerous established groups. For example, an IDRC spokesman would be very useful in representing the industry viewpoint on such bodies as the American Society of Planning Officials, the Urban Land Institute, and the National Industrial Zoning Committee.

We have no doubt, too, that IDRC can be extremely helpful in setting up professional standards for presentation of data on industrial sites, buildings, and communities. There are a great many matters on which chamber of commerce organizations would welcome an expression of opinion from a representative industry body. Clearly, here is an opportunity to make the work of both groups more effective. These are some of the reasons that, as the IDRC program unfolds, it will receive priority coverage in our pages.

—H.MC

EDITOR'S NOTE: ID's editorial office is serving as provisional HQ for the IDRC. Executives interested in membership and program information are invited to write IDRC, Conway Publications, Inc., Atlanta 19, Georgia.

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INDUSTRIAL DEVELOPMENT
LETTERS
MANUFACTURERS RECORD

SIRS: Your article in a recent issue of INDUSTRIAL DEVELOPMENT magazine, pertaining to the State of Pennsylvania, was extremely well written and contains a lot of interesting information.

In the section with which I am most familiar, "Power to Spare" you showed a photograph of the West Penn Power plant as being the largest outside of Philadelphia. The Shawville station of the Pennsylvania Electric Company is not only the largest generating station in the state, including Philadelphia, but one of the most efficient. This station has a net capacity of 615,000 kw. This company also opened an extra high voltage line. This 3-phase network operation at 460 kv, is the highest of any line operating in the United States and probably in the world.

As you can appreciate, we are very proud of the accomplishments of our operating companies, especially when one of them has been a forerunner with modern and up to date facilities.

WILLIAM J. JAMIESON
Area Development Director
General Public Utilities Corp.
New York, New York

SIRS: I wish to thank you in particular for the article by Senor Alvaro Alsogaray in the December issue, entitled, "Totalitarian Controls are Incompatible with Growth."

It was, I thought, excellent and the more so because it underlines the applicability to the American Hemisphere of the economic and political lessons we should have been learning from Western Europe's gradual abandonment of socialism over the past decade.

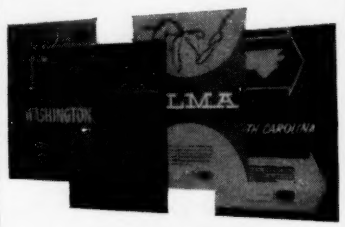
For it is true that what Sr. Alsogaray has to say is equally applicable whether the totalitarianism springs from outright Communism or from the even more insidious Fabianism so apparently warmly still espoused today by a too substantial portion of the economists and political scientists now teaching in our universities.

The Socialist differences of approach and claims of a benignity of purpose in no way alter the absolute identity of the ultimate results which will ensue from following either course.

That these deceitful precepts have any validity is belied — if convictions of conscience are inadequate to refute them — not only by the West European resurgence since their abandonment in practice, but also by the fact that in something in excess of a quarter of a century of practice there they could not produce what was claimed for them even with the compelling help of a major conflict.

For all their learning some of our theorists too slowly come to grips with fact. Meantime, in their tenured ignorance they continue to perpetrate misinformation upon our young.

As to Sr. Alsogaray's lament that with superior aims, ideals and results as compared with the totalitarians the free societies are yet always on the defensive, I can only opine that the only time it is easier to sell hard work, self-discipline and self-reliance than it is to sell "pie in the sky" is when you have a preponderantly moral society motivated by a high degree of dedication to the concepts of the freedom of



EDITORIAL SURVEYS
And Plant Location Reports

Since before the turn of the century MANUFACTURERS RECORD has issued special studies of specific cities and areas to assist the site-seeking industrial firm. Today, through the combined coverage of INDUSTRIAL DEVELOPMENT and MANUFACTURERS RECORD this tradition of leadership in this field is being extended and carried forward. Before you go site-seeking, take advantage of background studies which have already been prepared for the areas listed below. Generally, reprints are available gratis.

Area of the Palm Beaches	Feb., 1961
Greater Burlington, Vt.	Feb., 1961
Central New York	Jan., 1961
Missouri	Jan., 1961
Pennsylvania	Dec., 1960
Oak Ridge, Tenn.	Dec., 1960
Berkshire County, Mass.	Nov., 1960
North Bay Area of Calif.	Nov., 1960
Indiana	Oct., 1960
Georgia	Sept., 1960
Seattle, Wash.	Sept., 1960
Elliott Lake, Ontario	Sept., 1960
Canada	Aug., 1960
Rock Island Lines	Aug., 1960
New York's Capital District	Aug., 1960
Washington State	July, 1960
North Carolina	June, 1960
California, South Bay Area	June, 1960
Blue Book of Southern Progress	May, 1960
The Mohawk Valley	May, 1960
No. and Cen. California	May, 1960
Alma, Michigan	Apr., 1960
Thomasville, Ga.	Apr., 1960
St. Augustine, Fla.	Mar., 1960
Colorado	Mar., 1960
Gainesville, Fla.	Feb., 1960
Western Pacific Railroad	Feb., 1960
West Virginia	Jan., 1960
Calgary	Jan., 1960
Hawaii	Dec., 1960
Kansas	Dec., 1959
St. Lawrence Valley	Nov., 1959
Oregon	Nov., 1959
Virginia	Oct., 1959
Staten Island	Oct., 1959
Oklahoma	Sept., 1959
Fresno County, Calif.	Sept., 1959
Niagara Frontier	Aug., 1959
Canada	Aug., 1959
Ohio River Valley	Jul., 1959
Columbus, Ohio	June, 1959
St. Louis Area	May, 1959
Iowa	Apr., 1959
Puerto Rico	Mar., 1959
Washington, D. C. Area	Feb., 1959
Cleveland Corridor	Jan., 1959
West Texas	Jan., 1959
Rome and Floyd County, Ga.	Dec., 1958
Sacramento	Nov., 1958
Orange County, Calif.,	Sept., 1958
Erie County, Pa.	Aug., 1958
New Bedford, Mass.	Aug., 1958
Lower Va. Peninsula	July, 1958
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Florida Bay Area	June, 1958
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Savannah, Ga. Area	May, 1958
Knoxville, Tenn.	April, 1958
Charleston, S. C.	March, 1958

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man under, and the accountability of man to, God.

While there is a definable cadre in every society dedicated to courageous individualism, possibly particularly so in the so-called Christian countries since that is a faith of individual responsibility; these groups do not today represent the prevailing preponderance in most societies, our own probably not excluded.

It is always easier to let "George" do it than it is to accept the road of self-reliance and self-disciplined duty freedom imposes. It is likewise easier to be "popular" than it is to act from convictions commanding respect.

Jungle amorality is easy, as it is bestial. Moral dedication is hard, but on its individual exercise depends the continuance of civilization.

To pursue that course takes courage, unremitting courage; and I doubt if it is any secret to either you or Sr. Alsogaray that that kind of courage is essentially a minority attribute.

Which doubtless has some bearing on the fact those who espouse freedom and the power of individualist resourcefulness and responsibility remain the defensive minority in spite of their superior offering.

JAMES M. GILCHRIST, JR., Director
Problemsolver Laboratory
Atlanta, Georgia

* * *

SIRS: This will acknowledge with thanks receipt of the Editorial Survey reprints which arrived today. The fact that this impressive series represents a rather complete cross-section of the present and potential development of towns, states and regions throughout the United States makes this information particularly useful.

ROBERT G. IVES, Manager
Marketing Research
Insurance by North American
Philadelphia, Pennsylvania

* * *

SIRS: In your January, 1961 issue of INDUSTRIAL DEVELOPMENT and MANUFACTURERS RECORD, there is an article Number 5 in a series about industrial opportunity in Upstate New York.

I would appreciate you sending me six copies of this... May I take this opportunity to congratulate you on a very wonderful article about our area.

HARRY MARLEY
Marley's
Syracuse, New York

▶ **Requested copies sent.**

* * *

SIRS: Just a . . . note to let you know that your issue of November, 1960, of INDUSTRIAL DEVELOPMENT was excellent. Your article on the British Isles certainly shows that industrial development is a very competitive field throughout the world.

The article on the North Bay area of California is also excellent, even to the point that I would like to start right now for that area.

The other excellent article in this edition was the wage levels in 500 communities which serves an excellent purpose in the industrial development program . . .

RAY E. TANNER
Executive Manager
Franklin Area Chamber of Commerce
Franklin, Pennsylvania

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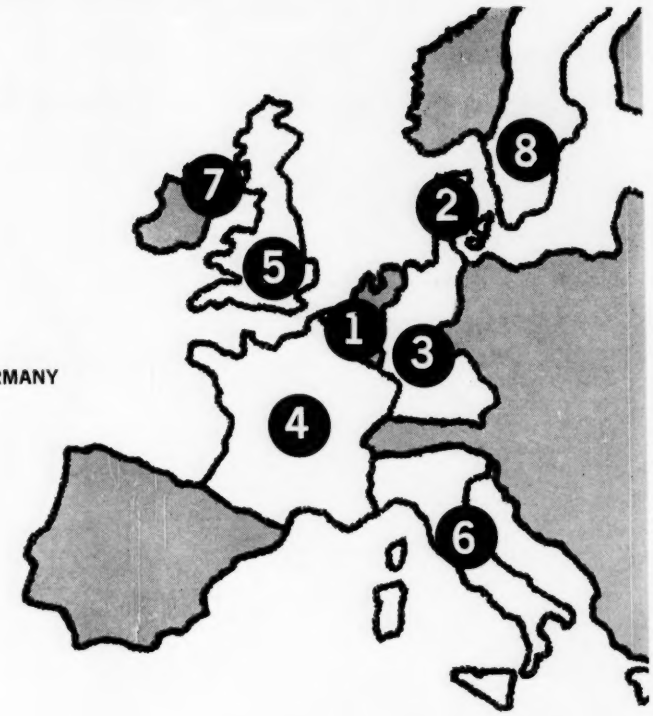


DEPRESSED AREAS LEGISLATION

The old textile and hard-coal areas of the U. S. are not the only "depressed" areas in which governments have set up subsidies and various other plans to stimulate industrial development. Throughout Western Europe there are a variety of programs for attracting industry to labor-surplus areas. Here is a summary of a report assembled recently by a task force acting for the Joint Economic Committee headed by Senator Paul Douglas.

THE great debate on depressed areas is by no means confined to this side of the Atlantic. Similar problems of industrial shifts and areas of chronic unemployment have been encountered in most of the older, industrial nations. In Western Europe, government programs designed to cope with these problems have gone much farther than those planned or underway in the U. S.

Detailed information on a variety of programs has now been assembled in a report released recently by the joint Congressional Economic Committee headed by Senator Paul Douglas of Illinois. Participating in the study were John W. Lehman, and James Knowles, of the Committee staff; and Victor Roterus, Director of the Office of Area Development in the Department of Commerce.

The three-man task force visited England, Scotland, Northern Ireland, Belgium, Denmark, and Sweden. Additional studies were made in Germany and Italy by Sar A. Levitan, of the Library of Congress staff.

Proponents of depressed areas programs in the U. S. will undoubtedly use the report to urge acceptance of similar approaches here. They'll use the "everybody's doing it" argument.

Just as surely, critics of depressed areas legislation will cite the negative aspects of various European programs. They will point out, for example, that it is virtually impossible for a private developer to function in many areas because plant site selection is, for all practical purposes, dictated by government bureaus. It is not likely, therefore, that the study will change the thinking of key spokesmen as expressed in THE GREAT DEBATE ON DEPRESSED AREAS in the January, 1961 issue of ID, page 78.

But the report does provide a very useful compilation for expanding firms which are considering locations in Western Europe market areas. Here is a summary of findings relative to inductments which you may enjoy in selected areas:

Criteria for area eligibility

Belgium — Offers assistance for two general kinds of areas: (1) Industrial areas where industries have been lost, and (2) Predominantly agricultural areas where mechanization is replacing farm labor. Also included are specific areas designated for assistance on the basis of one or more of these four criteria: (1) Significant permanent unemployed, (2) Exodus of a portion of the population (3) Actual or threatened loss of major economic activities, and (4) Commuting by significant numbers of the labor force under unfavorable circumstances.

Benefits under the Belgian area assistance program are not necessarily applicable to all areas meeting one or more of the criteria for area eligibility. It is planned to direct the benefits in the next few years only toward those areas which are most in need of assistance. The extent of the areas which can actually receive assistance at any one time is limited to 15 percent of the total population.

Denmark — Areas eligible for assistance are all those areas which are comparatively less developed industrially. Such areas include practically all of Denmark except Copenhagen. Unemployment is not a major criterion.

Federal Republic of Germany — Several kinds of areas are generally eligible for assistance: (1) Area within 40 kilometers of Eastern German border, (2) An area within 20 kilometers of western border in Saarland, (3) Labor markets which had 19 percent or more unemployment in 1953, (4) Landkreise (countries) where more than 30 percent of the agricultural operating capital was destroyed during World War II, and (5) Low income agricultural areas, with less than DM 1.250 (about $300), operating capital per person engaged in agriculture (including family members) and where non-agricultural job opportunities were limited in 1950.

Each State (Land) receiving assistance funds from the Federal Government decides which areas within its borders will actually receive the assistance. Areas finally selected for assistance are only a part of the total area in each State eligible for assistance under national legislation. Selection of actual areas is made on the basis of several criteria: (1) Net loss of population from the area due to out migration, (2) The status of the local tax base, (3) Ratio of the unemployed to the employed labor force, and (4) Ratio of manufacturing jobs to the total population.

France — Areas eligible for assistance are characterized in general by under-employment or relatively low economic development. Areas are approved for assistance by an interministerial committee after extended regional economic studies have been undertaken.

Great Britain — Legislation provides for assistance to any area where the Board of Trade deems a high rate of unemployment to exist or to be imminent, and likely to persist either seasonally or generally. Areas eligible for assistance recently have had an unemployment rate of at least 4 percent (double the national average). The combined labor force of assistance areas is not to exceed about 14 percent of the total national labor force. The Board of Trade may modify specific criteria for area eligibility from time to time.

Recommendations that particular areas should become eligible for assistance are made by the Under Secretary for Distribution of Industry to the president of the Board of Trade. Such recommendations must be based on specific unemployment information received by the Under Secretary from the Ministry of Labour. The view that the ratio of the labor force in all assistance areas combined should not surpass 10 to 12 percent of the total national labor force reflects a policy of concentrating assistance in fewer areas rather than dissipating it widely and thinly over many areas.

Italy — All of southern Italy roughly south of Rome together with Sicily, Sardinia, and the smaller offshore islands containing about 40 percent of Italy's population.

Northern Ireland — The program applies to all of Northern Ireland, but rural areas are given special attention administratively.

Sweden—There is no specific criteria defining area eligibility. A city or area is eligible for assistance when provincial Labour Market Board advises national Labour Market Board that some form of aid is needed. The designation of need for assistance depends on the local and national employment situation. Areas designed for assistance are generally one of the following: (1) Area with a single or dominant type of industry subject to fluctuations in business activity, (2) Rural areas experiencing depopulation, (3) Areas where an industry has ceased operation, and (4) Areas with restricted employment opportunities for either male or female workers.

In Sweden the area assistance program tends to be subordinate to labor migration assistance since, from the Swedish viewpoint, certain areas of Sweden are likely to remain distinctly less favorable for economic development than other areas, and accordingly should not be maintained at artificially high levels of economic activity at national expense. The Industrial Location and Research Division of the Royal Labour Board does attempt to influence new industrial locations away from the major existing industrial centers, however, insofar as industries could be located in other areas without significant production cost handicaps. The Industrial Location and Research Division of the Labor

IN WESTERN EUROPE

Board carries on with industrialists consultations in which suitable areas for new industrial expansion are discussed. Either the Industrial Location and Research Division or the industrial enterprise may initiate such consultations. Information on suitable areas for new industrial locations are disseminated also by provincial labor market boards.

Loans

Belgium — Government guaranteed low-interest loans from quasi-public and government-approved private lending agencies are available for: (1) Construction or remodeling of buildings or the purchase of equipment, (2) Financing intangible investments, such as research, (3) Facilitating conversion to new types of production, and (4) Reconstitution of working capital depleted by a comparable investment at an earlier date. The government subsidy to lending institutions is equivalent to the difference between prevailing commercial interest rate and rate charged the borrower, up to maximum of 4 percent. During periods of recession the interest rate charged may be reduced to a minimum of 1 percent. Reduced rates are generally applicable for 5 years, exceptionally for 8 years.

Denmark — Direct government loans and private loan guarantees are available for construction of plant and installation of machinery; there is a present fund of $7 million available. Loans and loan guarantees are available up to 90 percent of the cost of permanent installations and machinery; up to 45 percent of the purchase price of machinery used in rented industrial sites. Loans for factory buildings are repayable over 15 years; for machinery, over 10 years. Government loans are also available for the construction of industrial centers for lease to small enterprises.

Technical assistance may accompany loans or grants.

Federal Republic of Germany — Five types of direct government loans are available: (1) For the establishment of new plants at 3½ percent for 15 years provided that at least 1 factory job is established per $2,300, (2) For expansion and modernization of established plants at 5 percent for 15 years, (3) General measures for promotion of industry including public utilities and roads (municipal and county) and the extension of vocational training facilities at 2 percent for 20 years. These loans are limited to non-profit corporations, (4) For tourism at 4 percent for 15 years, and (5) For improving agricultural productivity at 2 percent for 20 years.

France — Government loans are available both for land, plant and equipment, and for working capital requirement. Interest rates are variable, but are generally close to the prevailing open market rate. The repayment period is also variable but generally comparable to amortization schedules of investment loans from commercial sources. Government loan guarantees may be available for part or all of a loan contracted from a private source.

Loans and grants in France, and generally in other European countries with area assistance programs, are financed by appropriations rather than through revolving funds.

Great Britain — Government loans are available to industries. Terms are highly variable, including no fixed limit on amount of loans. Loans generally range from 50 percent to 100 percent of capital required. They may be used for purchase of land, construction of plant, or purchase of equipment. The repayment period averages 10-20 years. The principal, interest, or both may be deferred for several years. Loans are also available for improvement of basic services in any development area. These loans are made to either public or private organizations.

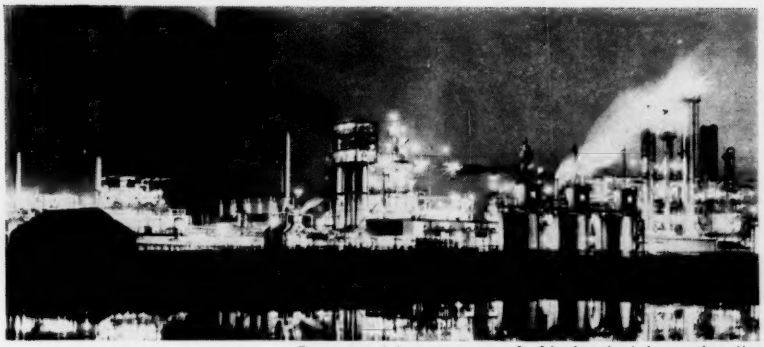
The Board of Trade influences industrial location through its control over the issue of industrial development certificates (in effect, a sort of license to permit new plant construction or existing plant expansion) as well as through direct financial incentives. Provision for the issue of industrial development certificates, written into the Town and Country Planning Acts, has been retained in the present area development legislation. No new plants may be constructed or significant extensions made to existing plants without an industrial development certificate. The original purpose of the industrial development certificate was to prevent further concentration of industries in those areas which were already highly developed industrially and were faced with growing problems of congestion, such as the metropolitan London area and parts of the Midlands. Henceforth, however, the issuance of industrial development certificates by the Board of Trade must be with "particular regard to the need for providing appropriate employment in development districts."

Italy — Federal Government loans are available up to about 70 percent of the total capital needed for new plants locating in the development area or expanding facilities. For small (up to 100 employees) and medium size (100 to 500 employees) rate of interest charge to entrepreneur is 3 percent with the Government paying the difference between actual rate and normal rate of interest. Maximum duration of loan is 15 years. Maximum loans 3000 million lira ($1 equals approximately 625 liras).

The Cassa per il Mezzogiorno was authorized by area assistance legislation to cooperate with existing private lending institutions in southern Italy to form three lending corporations for the express purpose of extending loans to prospective new industrial enterprises of up to 500 employees in the assistance area. The three institutions formed are: (1) Institute for the Economic Development of Southern Italy, (2) Regional Institute for Financing Industry in Sicily, and (3) Sardinian Industrial Credit.

Northern Ireland — Government may undertake special plant construction according to specifications of new enterprise. Repayment terms are negotiated.

Sweden — Government loan funds are primarily designed for small and medium sized enterprises (up to 50 employees). They do not exceed SKr50,000 ($10,000). Government loan funds reach private industrial enterprises through provincial industrial associations composed of all businesses in a particular area. Government loans are designed to assist small industries in general. Only a minority of loans are made to industries locating in labor surplus areas. Government funds are lent to provincial industrial associations at 3½ percent. Loans made by provincial industrial associations may not exceed 6½ percent; usually 5



Encouraged by programs of aid aimed at increasing the number of job openings, the major oil companies in Britain have carried out a 10-year refinery expansion program costing about $700 million. It has increased production from about 2.5 million long tons in 1947 to a capacity of more than 35 million long tons. In this scene a night-time reflection provides a double take of British Hydrocarbon Chemicals Ltd. on the Firth of Forth near Edinburgh, Scotland. The refinery has a capacity of more than 3 million long tons a year.

Viewing the East Kilbride Industrial park near Glasgow, Scotland, are James Knowles, economist, Joint Economic Committee (extreme left); Victor Roterus, director, Office of Area Development, U. S. Department of Commerce; Arthur Lillig, assistant consul, American Embassy (extreme right), and Major-General B. E. C. Dixon, general manager of the East Kilbride Development Corporation, is in the center. The picture was taken by John W. Lehman, staff director of the Joint Economic Committee.

percent; the typical repayment period is 10 years.

Larger loans from private sources up to SKr1,000,000 ($200,000) are eligible for government guarantees after investigation by provincial employers association and if the Labour Market Board considers the loan desirable. Government housing constructions loans are available for areas of expanding industry.

Grants

Belgium — Government grants are available for part of the cost of plant construction and purchase of equipment. Construction grants are limited to 20 percent of costs (30 percent during recessions); equipment grants to 7.5 percent of costs (10 percent during recessions). Grants normally are payable after completion of the investment, but an advance of up to 50 percent of construction grants may be made after roof is raised on new plant.

Denmark — Grants are available for the preparation of industrial sites and construction of industrial centers. Grants cover costs of drainage levelling, road construction, and utility installation. Grants are also available for costs of industrial project reviews and analyses, for project preparation, and for other types of consultation. Local governments offer grants in the form of low-cost building sites and reduced utility charges.

Federal Republic of Germany — Federal grants may be made for improvement of public facilities. Grants may also be made to nonprofit associations established to improve general economic conditions in a development area, including agricultural improvement and vocational or professional training. The Lander and communities benefiting from the grants must participate in accordance with their ability. Normally a grant is limited to 50 percent of the total cost of a project. In addition, special grants are made to firms located in the border development areas to equalize their freight costs.

France — Government grants are available up to 20 percent of the total investment costs borne by an enterprise. Investment costs for calculating grants may include new plant construction, new machinery, extension or conversion of existing plants, and transfer of equipment. One-fifth of any grant is payable in advance; the balance semi-annually upon receipt of statement of investment completed. Government interest subsidies are also available for enterprises anticipating only a comparatively low return on investment and borrowing from private sources.

Great Britain — Government building grants are available up to 85 percent of the difference between the actual cost of plant construction and open market value upon completion. Government grants are also available for other investment costs. Purposes of the grants are flexible. Government industrial premises are rented to industries at subsidized rates. Grants are available to county borough or county district councils toward the cost of acquiring and improving derelict land. Grants are also available for improving basic services in a development area (water, transportation, etc.).

Italy — Federal Government grants may cover up to 20 percent of the capital needed for establishing new plants or expansion of established plants in municipalities with less than 200,000 inhabitants. Amounts of the grant are related to cost of building plant, machinery, and equipment and installation of public utilities. Grants are also offered to cover 100 percent of the costs of public facilities needed for the development of industry and improving productivity in agriculture. Reduction up to 50 percent in the freight rates applied for the transport of raw materials and machinery needed for new or expanding plants is allowed.

Most of the regional assistance funds expended in southern Italy other than for aid to industries are in the form of grants. Grant funds have been used for irrigation, drainage, erosion and flood control, rural electrification, construction of farm roads, purchase of farm machinery and equipment, settlement of new families on the land as a result of land reform associated with the splitting up of large estates, construction of aqueducts for municipal sewerage systems, restoration of historical monuments in order to increase the tourist industry, purchase of equipment by craftsmen, and purchase of

new fishing vessels, and new fishing equipment. The Cassa per il Mezzogiorno has also expended sums appropriated for improvement of roads and modernization of Government-owned railway facilities in the south. These forms of regional aid necessarily have been in the form of grants or direct government expenditures. Due to the scanty tax base and low incomes in the south, loans even at subsidized interest rates would not have proved to be a sufficient incentive. This has been demonstrated with respect to the provision of new municipal water supplies. It had been planned to use regional development funds to construct aqueducts to the edges of municipalities and to depend on municipal expenditures to complete the distribution system, but the southern Italian municipalities lacked even the funds to construct their shares of the total supply systems.

Northern Ireland — Outright government grants are available up to 33.33 percent of costs of factory construction. Other government grants cover machinery and equipment costs. An alternate form of aid includes government construction of plants and subsequent rental at reduced rates, together with grants to cover the costs of moving machinery and equipment from another industrial site. Government grants are available to local authorities for improvements in basic services in industrial districts. There are also government grants of up to 50 percent of the cost of training labor for new industrial operations. An alternative is government allowance for a worker retraining in Belfast. The government rebates for part of fuel and power costs.

Sweden — There are no grants provided for industry. Special government grants are only to forest owners for extra forest conservation work during seasons of slack employment.

Tax Incentives

Belgium — There is an exemption of capital gains tax between 1959 and 1963 provided gains are reinvested in real estate or equipment in regional development areas. There are tax exemptions on up to 30 percent of the profits earned during the first 3 years in a development area. There is a 5-year real estate tax exemption for enterprises receiving grants or loans for purchase or construction of plants. Local tax concessions are also possible for enterprises not receiving loans or grants.

Denmark — There are none provided at a national level. Local governments may use tax exemptions to attract industry.

Federal Republic of Germany — Accelerated tax depreciation is granted to new industries in border development areas not to exceed $69,000. The accelerated depreciation applies to 30 percent of the movable assets.

France — An exemption of regional development corporations from 50 percent of the tax normally due on investment income is allowed. At present slightly accelerated amortization on certain forms of plant and equipment acquired after 1950 is allowed, and 50 percent accelerated amortization on plant and equipment acquired for research and development purposes. Deductions may be allowed in certain cases in computing capital gains taxes. Local taxes may be reduced or eliminated.

Great Britain — None provided.

Italy — There is exemption from payment of customs duties on imported machinery and materials. A reduction in registration fees and mortgage taxes to a nominal charge of Lit200 is allowed. Normal tax on new or extending investment is 7 to 7.5 percent of the value of land and buildings. A 50 percent reduction of turnover tax on machinery and materials and consumption tax on power used for industrial purposes is provided. There is a 10-year income tax exemption on profits earned in new investment and 50 percent exemption in taxes on investments in new and additional facilities. Municipal administrations in southern Italy may grant exemptions from part or all of the taxes they levy.

Northern Ireland — None are provided at the national level. Local real estate taxes may be reduced by 75 percent.

Sweden — None are provided for special regional development.

Site Improvement and Building Construction

Belgium — Development corporations may purchase or build plants in development areas to sell or rent to industries. Stock of development corporations may be held by national, provincial, or local governments, with proviso that at least one-half of the total stock must be held by local governments.

Denmark — None undertaken by national or local governments.

Federal Republic of Germany — See loans and grants.

France — None undertaken by national government. Local governments or other organizations may receive governmental aid in the form of loans and interest subsidies for the acquisition and improvement of industrial sites and the construction of plants prior to tenant occupancy.

Great Britain—The Board of Trade may acquire land by agreement or condemnation. Unsightly land may be acquired and improved to permit industrial use or improve neighboring industrial values. The Industrial Estate Management Corporations acting for the Board of Trade may: (1) Improve basic services, including water, electricity, and roads, (2) Construct plants prior to securing tenants, and (3) Construct plants to tenant specifications. Government constructed plants may be sold outright or on deferred terms, or rented to enterprises.

Italy — Facilities needed for new or expanding plants may be expropriated. Italy's area assistance legislation requires the two major government-owned industrial corporations (IRI and ENI) to allocate 60 percent of new investment to projects in the southern assistance area and 40 percent of all other investment in this area. In addition, a significant part of the total new investment of all kinds in the south stems from expenditures by the Cassa per il Mezzogiorno itself. During the period 1954-60, direct Cassa expenditures in the south were responsible for about 30 percent of total investment of new funds in the assistance region.

Northern Ireland — Standard factories between 2,000 and 73,000 square feet may be constructed by Ministry of Commerce in advance of specific tenants. The government also builds nonstandard factories to manufacturer's specifications in some areas. There is government construction of industrial parks and a land allowance for 100 percent plant expansion. Industrial park plant extensions are made for existing tenants by the Ministry of Commerce.

Sweden—There is none undertaken by national or local governments.

Light & Power Utilities' new 112,000-sq.-ft. quarters in quality Stran-Steel were built under Mississippi's "Balance Agriculture with Industry" Program. Architects: Lee, Brumfield and Riggens, Jackson, Miss.; Stran-Steel Contractor: Dixie Metal Buildings Co., Memphis.

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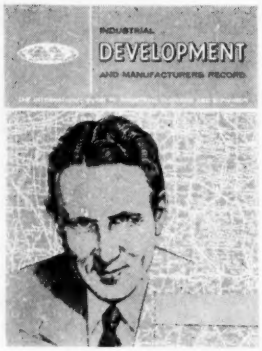


The expansion of The Firestone Tire & Rubber Company from one small building in Akron to an organization with plants and warehouses all over the world is one of history's most outstanding epics of the development of private enterprise. How this growth was achieved through carefully organized and consistent long range planning is told here by the company's president.

INTERNATIONAL MARKETS SPUR FIRESTONE GROWTH

By Raymond C. Firestone, President
The Firestone Tire and Rubber Company

In October, 1960, Firestone opened a new plant in Calgary, Alberta, Canada, marking its third manufacturing facility in Canada and its seventy-third around the globe. Earlier in the year, cornerstone laying ceremonies were conducted on a building site in Bethune, France, initiating the construction of Firestone's eighteenth overseas tire manufacturing plant. Also, during the year, a nylon-producing plant was put in operation at Hopewell, Virginia.

These are the current steps in the growth, development and expansion of Firestone. It is interesting to look back on some of the steps that brought us to the point we are today. This year is particularly appropriate for retrospection since we have just celebrated, in 1960, our sixtieth year in business.

Steady growth has marked the company's history since its founding by my father, Harvey S. Firestone, Sr., in Akron, Ohio, on August 3, 1900, with assets of $20,000.

His was the burden of the never-ending resolve to go forward; the determination to create for his company a position of leadership. He believed also that to stand still was to stagnate. Thus, he was never satisfied with today's achievements but spurred himself and his colleagues to do still better tomorrow. In this drive and ambition, he had definite ideas and philosophies concerning business behavior. These ideas are the real lasting foundation of our business.

At the very outset of his industrial career, my father laid down two fundamental principles which he believed to be absolutely essential to a sound and successful business.

First, he had the positive conviction that you must build the highest possible quality into a product, commensurable with the price that the consumer can afford to pay.

Secondly, he stood firmly on the principle that the product must be backed by the kind of service that gives every consideration to the customer's welfare and satisfaction.

He never quit emphasizing these two principles, driving them home with examples and with emphasis. He insisted that these principles be instilled in every man in the Firestone organization. It is a certainty that he impressed his sons with this doctrine; for all four of us are not only in the company, but we all have subscribed to the philosophy of quality and service and have insured its continuation. It can be truthfully said that these business principles are as much a part of our company today as they were in the early years, and we attribute a great measure of our success to them.

Our present stature is a testimonial to the success of these principles.

At first, the company sold tires made by other firms, and sales for the year 1901 amounted to $110,000.

My father bought a small building and some second-hand equipment in 1903 and hired twelve men to build buggy tires so that he could control the quality of the product he sold.

The Firestone company has expanded continuously since then. It has grown from the one factory to 73 manufacturing plants in 20 countries; from one product to more than 12,000 in the varied fields of rubber, synthetics, plastics, textiles, metals, and chemicals; from a handful of dealers and distributors to more than 75,000 in 154 countries; from useful employment for a dozen men to 90,000 employees throughout the world.

The company began with assets of $20,000 and a tire mounting patent. The first profit-making year was 1903, with an $8,503 profit on sales of $230,000. By contrast, the sales for 1960 were $1,207,247,997;

and profits were $65,029,463. For the sixth straight year, the company's sales have bettered one billion dollars.

Between 1955 and 1959, Firestone invested 274 million dollars in building new factories and expanding and modernizing existing plants to meet needs throughout the free world. Beginning in 1959 and extending through 1960, another 120 million dollars was being put into worldwide production facilities. In 1960, four new plants were under construction.

Great diversification has taken place in the company as Firestone plants daily turn out products in rubber, steel, plastics, and chemicals, including practically all of the 600 different rubber parts on a single modern automobile.

For the first 15 years, the company concentrated on U.S. customers, but then began exporting and establishing branches overseas.

Today, the familiar red and white Firestone sign appears not only on all of our plants, but on the 50 district offices and warehouses in six sales divisions in the United States and branches in 20 foreign countries. It identifies some 75,000 independent dealers and distributors worldwide, and nearly 800 company-owned stores and 12 Home & Auto Supply warehouses in the United States stocked with some 4,000 products for auto, home, farm, and recreation.

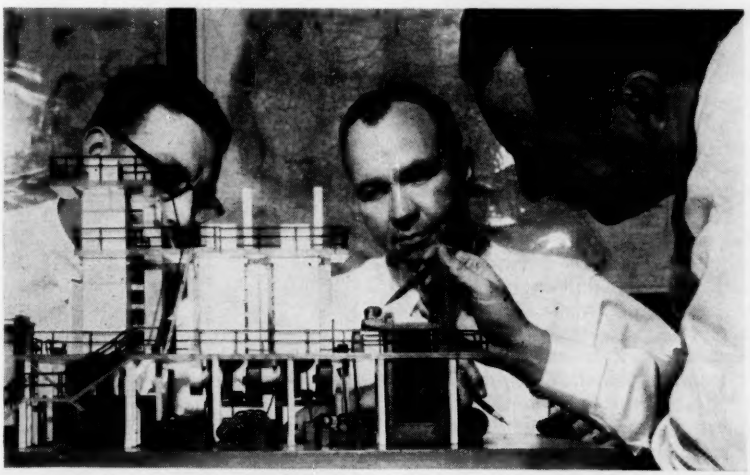
After 60 years of operation, Firestone's balance sheet shows more than 800 million dollars in assets. Stockholder equity, built up mainly through income invested in the business, now totals $554,000,000.

Firestone's first products were buggy tires and then automobile tires. Now, products range from tires five inches in diameter to 5,000-pound tires nine feet tall; from gaskets for baby food jars to mountings for 320-horsepower engines; from refrigerator door handles to rubber-coated nylon dams; from resins for phonograph records to latex for paint that washes and wears.

The products are made in the United States, Canada, England, Spain, Portugal, New Zealand, South Africa, Switzerland, Germany, Sweden, India, Philippines, Mexico, Argentina, Brazil and Venezuela. The products are sold in every country of the free world.

Our expansion of product line, or diversification, has never been merely to broaden the production base and thereby increase sales figures. Firestone began as a rubber manufacturer, specializing in tires, and this is still our basic business. In making every possible effort to control the cost and quality of our products, we have:

1. Constructed tire plants to better meet increased demands in all parts of the world and to provide better service to the customers in any given area.
2. Established research and development facilities to improve quality of product, to increase producible items, and to open up fields which, however diversified, are all tied together in the broad field of rubber and rubber-like materials.
3. Bought, improved, and expanded synthetic rubber plants to provide basic rubber materials for increased tire and rubber production. Synthetic rubbers of many types are sold to other manufacturers.
4. Constructed a butadiene plant to supply raw material for synthetic rubber.
5. Established a plastic-producing plant to make synthetic screening for the Army, and expanded the business due to the close chemical relation of plastics to rubber and the great similarity of processing equipment. In this case, the products are sold to other manufacturers.
6. Erected steel producing plants primarily because of close relationships of tires with rims and wheels and to control costs of wheel-rim and tire assemblies. Once in the business, it has been expanded to include steel products of many types.
7. Established nylon-producing plant because of use of nylon in tire construction and in order to control quality for this use.
8. Constructed industrial rubber plants to manufacture all types of rubber products because of general knowledge of the rubber manufacturing process.
9. Developed plantations in Liberia to provide our own source for natural rubber. The plantations have been developed and improved, and yield has been steadily increased. Other smaller plantations have been established in Brazil, the Philippines, and an experimental unit in Guatemala.
10. Established textile mills to provide cotton, rayon, and nylon fabric for tire bodies. In the interests of efficient operations,



Firestone engineers play an important role in the design, engineering, and construction of new plants and the expansion or modernization of existing facilities. These engineers are working on a three-dimensional model of a portion of a proposed plant. The scale model assists engineers and production men to see clearance or layout problems and enables them to test techniques and time study data.

some textile materials are sold to other companies.

In most cases, even though the plants were initiated to supply materials for our operations, the plants were expanded to produce items beyond our in-house needs. But, in all cases our diversification has been in fields in which we had some degree of competence. Although we are diversified, we are also integrated in this way.

Our new plants are located with great care. Choosing a location for a Firestone plant is like working a giant jigsaw puzzle. Hundreds of pieces of varying sizes and shapes must be fitted together into a complete and exact pattern to solve a specific puzzle which is unlike any other puzzle.

If any single reason could be given for the establishment of a plant, it would be that the plant is needed to serve one of the Firestone markets.

The first step is recognition of the need for a new plant in a general area, arising from the fact that a healthy company should expand into growing markets and the fact that existing market must be protected.

We study the growth of our own country, the section of the country, or the foreign country involved. We scrutinize the economy and forecast the growth of the particular industry, whether it be rubber, metals, plastics, or any of the other fields in which we are interested. Then we forecast the future growth of the products in which we are interested within the particular field, including our own products and those of competitors. We estimate how large a share of the total market we can reasonably hope to obtain.

The forecasts are made for 10 to 20 years, taking into account recent trends in use of the products, probable improvements in them, probable changes in cost-price relationships, and probable activities of competing or substitute products.

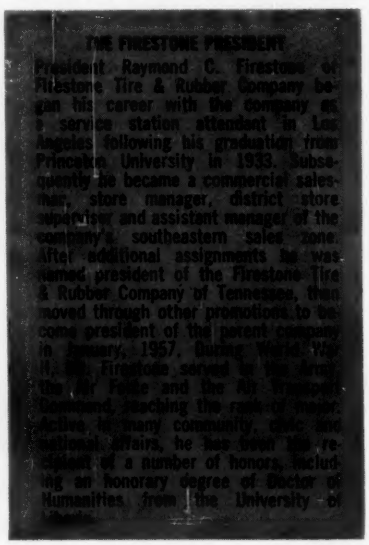
If these studies indicate we should build a new plant, we study how the demand will be distributed geographically. If the principal customers will be manufacturing companies, we usually find that a new plant should be located close to the production centers of the consuming industries. Because of this, we have located plants in Indiana, Michigan, and California, in addition to the home plants in Akron, Ohio, to give prompt and economical service to the automotive industry.

If the customers for our products are individual consumers, we must locate the new plant according to the geographical location of these individuals, determined by studies of geographical population patterns and location of motor vehicle registrations, including probable shifts and changes.

Whether a plant is to serve manufacturers or individuals or both, we are careful to relate its location to the speed and cost of inbound and outbound freight, and many other factors.

It has often happened that products to be made by proposed new Firestone plants, including tires for motor vehicles, are sold both to vehicle manufacturers as original equipment and to purchasers of vehicles for replacement purposes. In such cases, we have located plants to best supply the total market according to geographical distribution and other factors. Thus, in past years our studies have made apparent to us the need for the tire plants which we established in eastern Pennsylvania, Tennessee, Iowa, and California, in addition to Ohio.

After the general area has been chosen, several sites are studied.


THE FIRESTONE PRESIDENT

President Raymond C. Firestone of Firestone Tire & Rubber Company began his career with the company as a service station attendant in Los Angeles following his graduation from Princeton University in 1933. Subsequently he became a commercial salesman, store manager, district store supervisor and assistant manager of the company's southeastern sales zone. After additional assignments he was named president of the Firestone Tire & Rubber Company of Tennessee, then moved through other promotions to become president of the parent company in January, 1957. During World War II, Mr. Firestone served in the Army, the Air Force and the Air Transport Command, reaching the rank of major. Active in many community, civic and national affairs, he has been the recipient of a number of honors, including an honorary degree of Doctor of Humanities from the University of

We pinpoint the best city for our plant location by studying supply, skills, and cost of available labor; transportation facilities of all types; accessibility to main highways both for employee travel and freight shipments; accessibility of raw materials; availability and cost of power, fuel, and water; and construction costs.

We consider weather conditions, and we must be able to obtain a large enough tract of land at a reasonable cost with proper soil conditions. As examples, we have ruled out certain sites because of susceptibility to severe storms and another location because soil tests showed that so much footing and foundation work would be necessary for our heavy equipment that construction costs would have been prohibitive.

A good business climate also is vital. Tax structures, building codes, and restrictive legislation that might hamper our operations must be studied closely. Most important of all in the business climate is the acceptance we receive from the local people. We have to feel we are welcome in a city.

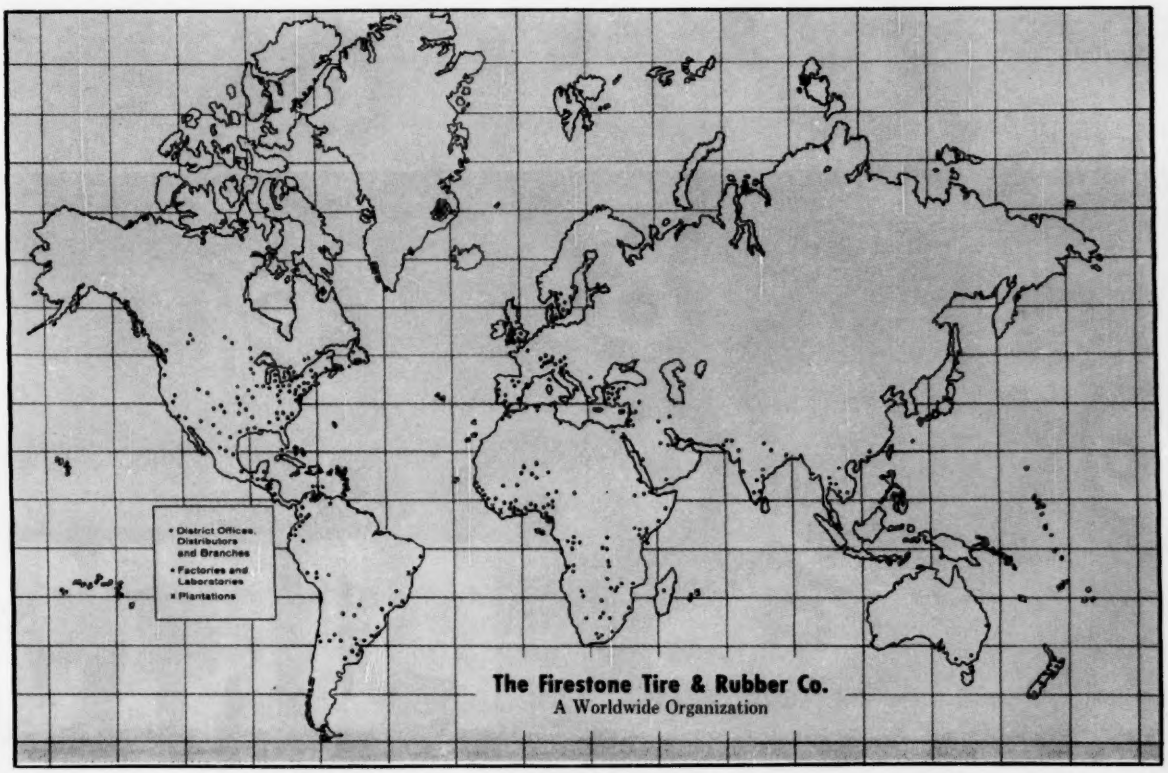
Additional Factors

In locating foreign plants, we must consider all of the factors mentioned above plus additional ones.

The most important considerations in locating a foreign plant are the financial and political structures of a country, and the fact that we must be able to supply expanding markets and protect our existing markets there. We are witnessing great business and industrial development in many countries, with motor vehicle registrations increasing rapidly. Nationalism is a growing factor to consider all over the world and, as in Europe, the new common or free market arrangements are becoming very important.

Each country has its own individual approach. In most countries, we must obtain government approval to build plants. In some, we cannot own a plant outright, but must work through licensees or affiliates. In others, we must take in a local minority interest.

The new Calgary plant was located upon the following considerations: (1) Adequate transporta-


• District Offices, Distributors and Branches
• Factories and Laboratories
x Plantations
The Firestone Tire & Rubber Co.
A Worldwide Organization

tion and shipping facilities; (2) Availability of plentiful supply of hydro-electric power; (3) A dependable source of water; and (4) A skilled reservoir of manpower.

As another example, the decision was made to locate our tire plant in Bethune, France, because of its excellent transportation facilities and the availability of efficient manpower and necessary materials.

As a further example of selecting a plant location in the United States: we are completing the world's first plant for the production of our synthetic Coral (polyisoprene) and Diene (polybutadiene) rubber at Orange, Texas. A complete study and forecast of the market and location was made. Both these rubbers are made from petroleum derivatives. It was logical to build the plant at our Petrochemical Center at Orange, which is near the petroleum stream, the source of supply for both principal raw materials we were to use. We had already built a plant there for the production of butadiene, a principal ingredient for both conventional synthetic rubber and our new Diene.

The same sound reasons for establishing the first plant at Orange held true for the added plant. We had been fortunate in obtaining an industrial site of 1,000 acres near Orange. The site is on a butane pipeline and is well located on the intercoastal canal system, a railroad, and highways to provide required transportation. Labor conditions and acceptance by the local people were good. The moderate climate helped in cutting construction costs.

As an example of locating a foreign plant: many of the same criteria that applied in locating the Orange plant also applied in selection of our plant in Portugal.

We had to decide whether it would be advisable to go into Portugal.

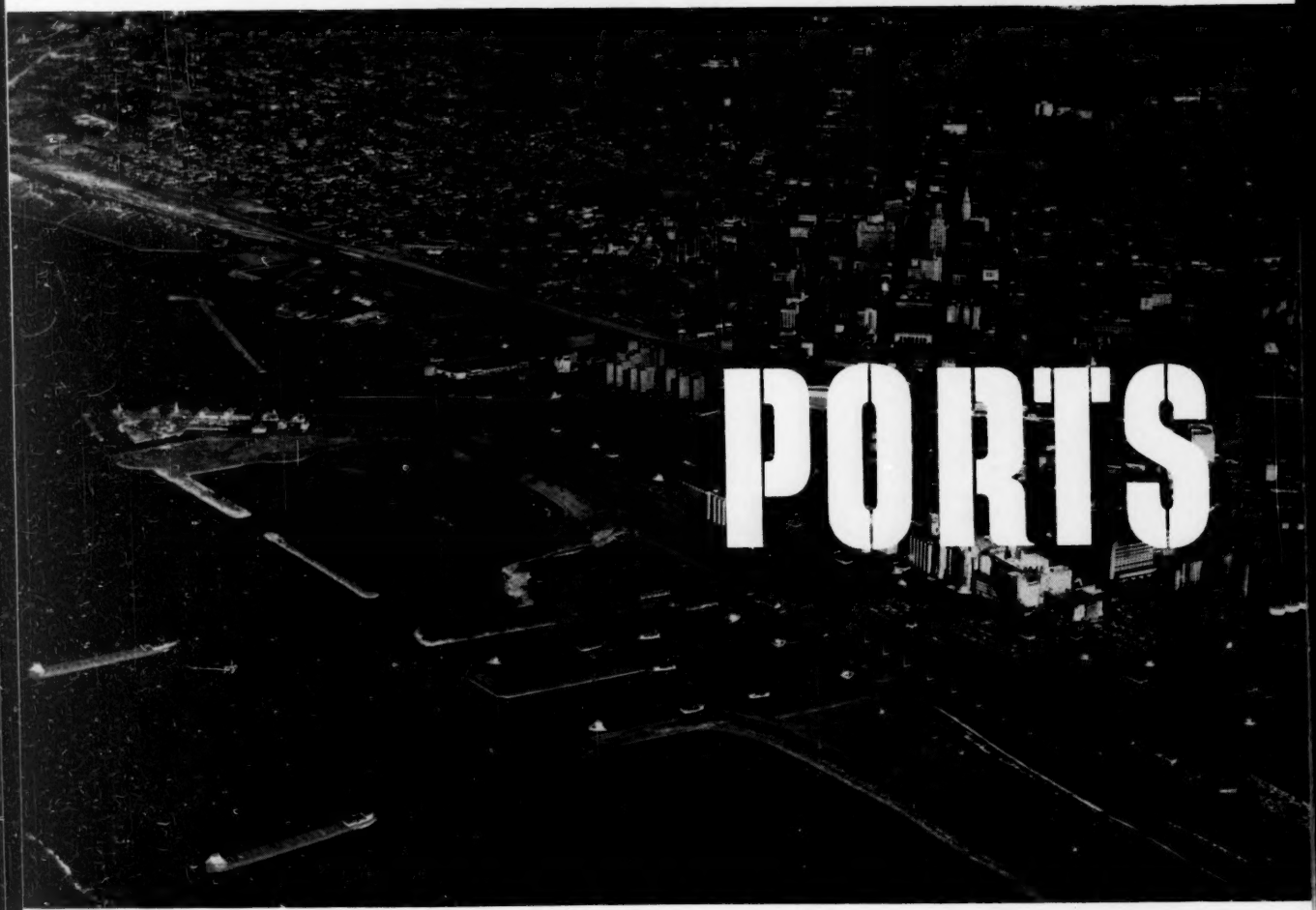
This was not difficult because, under its first Six Year Plan completed in 1958, Portugal had undergone a substantial industrial expansion adding several industries to the country's economy.

Portugal and Portuguese possessions had more than doubled their registrations of cars, trucks, and buses. We already had a good market in Portugal, and we would need to protect it.

Formed by our company with Portuguese bankers and industrialists, Firestone Portuguesa built the plant in Alcochete. Alcochete was chosen because we could get a clear land title, soil conditions were satisfactory, there was adequate electrical power available and there was a good water supply. The land was near a small town which we felt would provide a good labor market, and highway conditions were good.

These examples give a brief idea of what is involved in selecting a Firestone plant location. We do our best with existing information, and we have not been very far off yet in our choices.

We have great confidence in our future, for our growth has been planned; and our steps are the result of careful consideration and complete study.



PORTS

Representative of important world ports is the big Port Buffalo. It is the first major American port of call on the Great Lakes and is the western terminus of the New York Barge Canal. This general waterfront view shows the Municipal Piers in center foreground, the arterial Skyway and New York State Thruway spurs.

As indicated in this second annual ID report on the role that ports are playing in industrial development, various port agencies and authorities are in a better position than ever before to give you well organized and constructive assistance in selecting a plant site.

INTENSIFY DEVELOPMENT EFFORTS

During recent years ports have emerged as an increasingly significant factor on the industrial development scene through their efforts to locate producing industry in or adjacent to the port area.

These efforts have been intensified just during the past 12 months, as indicated by information contained in ID questionnaires which were completed and returned in response to this year's special survey of ports.

As a result, in your site selection and plant location activities you may expect to find that, in many cases, if there is a port in the area in which you are interested the authorities there can give you a great deal of help in implementing your location decision.

For example, of the 58 port groups which returned the questionnaire this year, 30 replied that they had either full-time development departments or one or more persons assigned full-time to industrial development activities.

An additional 13 ports reported that they had one or more persons assigned part-time to programs aimed at attracting new industry.

Important too is the fact that, as pointed out by Paul A. Amundsen, executive director of the American Association of Port Authorities, many of the port agencies have recently launched programs to construct general or special purpose buildings for long-term lease to manufacturing and commercial firms. The ports also have made efforts to acquire land which is being made available to industry for sale or lease.

This trend is evidenced in the current questionnaires which show a total of 44 of those replying offering either land or industrial buildings for sale or lease, or both.

The analysis shows further that 32 of the respondents offer some type of direct financial assistance to the industrialists, and at least 40 have a series of specific development activities directly serving site-seekers.

The principal advantage of a port location is, of course, the availability of water transportation; and, if the port is on or at the mouth of a river, which is generally the case, you have access to great quantities of fresh water. However, even if the particular type of manufacturing or commercial facility you contemplate building would not require water transportation or be a large water user, you may find that a port location has particular advantages for a variety of other reasons. The possibility of a port site is thus well worth investigating.

Bernard J. Caughlin, general manager of the Port of Los Angeles, is the 1960-61 president of the American Association of Port Authorities. Long prominent in other professional and civic activities, he is past president of the Propeller Club, past general chairman of World Trade Week; was recipient in 1957 of the Los Angeles Chamber of Commerce Bronze Plaque Award, and is a member of the Foreign Trade Association of California.

By B. J. Caughlin, President,
The American Association of Port Authorities

COMPETITIVE ECONOMICS MAKE PORTS SEEK INDUSTRY

A man with long experience in port management outlines here the factors which have caused port authorities to make positive moves toward organized industrial development.

BEHIND the rapidly growing interest of public port agencies on all seaboards in attracting industry to the harbor area is a simple exercise in competitive economics. We in the Port of Los Angeles get most of our revenue from tonnage moving across the wharves, and if we enjoy such tonnage from a manufacturer in Denver, for example, who is shipping overseas, that is business for which we have been successfully competing against a good portion of the other ports of the United States. But despite our best service, we could easily lose that same business through circumstances or a combination of circumstances beyond our control. A regulatory rate decision of the Interstate Commerce Commission could make it more attractive for that shipper to use another port, just as, on the water side, a steamship conference decision could have the same result.

But if the manufacturer in Denver is thinking of a branch plant for the west, we would be interested in having that plant locate in the Los Angeles Harbor area because the tonnage generated in the immediate port area is not subject to competitive factors beyond our control. By immediate port area, we mean within 50 miles, or within the range of local drayage or haulage.

Every competing port in the United States is in approximately the same position of having a deep and abiding interest in location of new industry within its harbor area, but what the various ports do to encourage this will vary widely with local circumstances.

In the major port cities there are always well developed promotional facilities for the attraction of industry, including highly skilled and experienced services such as those offered by associations of commerce or by city or state departments of commerce. Such a major metropolis is usually a rail center, and the attraction of industry is historically of major interest to railroad management. Additionally, banking services in the metropolis are skilled in the industrial attractions of the community and work constantly along those lines.

So typically a public port agency in a major city is in the position of cooperating with these various specialists in many ways and functions as part of the area team.

One of the big contributions the port agency can make under such cooperation is the development of industrial lands through dredging and filling, and within the last few years various public port agencies have even launched "industrial park" ventures as a refinement of the basic port management function of land utilization in the harbor.

In the smaller port cities where there is less recourse to well-staffed and highly skilled local agencies, industrial location can be a more direct effort by the port agency itself. A small port often will reserve for its own (public) use the waterfront area, giving industrial leases in the immediate backland, together with building or providing such services as may be needed for access to shipside, such as a pipeline, roadway or rail spur. The land leases become an important source of revenue for the small port and tend to stabilize the ups and downs of competitive cargo movements to and from interior points.

Activity of this kind is developing new facets, too, as several port agencies have been known to erect general or special purpose buildings with port funds for long-term lease to manufacturers, thus enjoying higher lease values in addition to wharfage revenues generated from the resulting cargo. Care is always taken, however, to avoid situations whereby the use of port funds for special construction would endow a locating industry with any peculiar tax advantage accruing from the developmental use of public funds.

The public port industry of the United States derives its existence by functioning in a developmental area not feasible for private capital, and generally confines its functions to such areas, so it is important for the locating industry to focus upon distribution and operational advantages primarily and to explore all possible avenues of facilities and service which the port can provide, but realizing, at the same time what by logic and law it can not provide.

IN BOSTON - Industries Cut Costs on Waterfront Sites

Boston's great natural harbor is an ideal industrial location, particularly for companies processing bulk materials. It is a day nearer Europe than the other major North Atlantic ports — and closer to the raw material reservoirs of Africa and South America.

Some 25 plants now operating in the Port of Boston area are enjoying these maritime advantages as well as their proximity to world-renowned research centers.

We invite you to contact Executive Director John F. O'Halloran for information on the industrial sites, adjacent to deep-water channels, which are starred on the photograph.

MASSACHUSETTS *Port Authority*

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D. Leon Williams, immediate past president and a member of the executive committee of the American Association of Port Authorities, is the executive director of the North Carolina State Ports Authority. Prior to that time he was for five years executive director of the Georgia Port Authority. Mr. Williams has served three terms, a year each, as president of the South Atlantic & Caribbean Port Association.

NEW TRENDS EVIDENT IN PORT DEVELOPMENT

In their efforts to attract shipside industry, ports in the United States and Canada are employing a variety of methods, including acquisition of large tracts of land for sites and the establishment of planned industrial parks.

By D. Leon Williams
Immediate Past President, American Association of Port Authorities

The majority of the United States and Canadian Members of the American Association of Port Authorities are highly conscious of industrial development in connection with port terminal operation. In fact, a definite trend is noted among public port operators whereby increasing interest is shown in stimulating industrial development.

At several recent annual meetings of the American Association of Port Authorities the subject of industrial development and its relation to the port operation has been discussed by recognized authorities.

Industrial development is of major importance to port terminal operators for many reasons. This activity brings additional revenues from several sources. Terminal charges, long-term leases, increased ship services, and at the same time the operator is developing captive business, usually unaffected by competition. It brings industry to the immediate area and to the State which may not have been secured otherwise.

Certain types of industry dependent upon waterborne commerce profit by securing shipside sites. Such locations eliminate the cost of moving raw material or finished product to and from the plant to the waterfront.

In proposed port development programs and future planning, the need for large tracts of land is recognized. This acreage may be a part of the terminal property or may be adjacent to the property. These locations are made more attractive because in most of these modern industrial developments all utilities are immediately available, as well as additional services and equipment, which can be secured from the port terminal.

The prospective shipside industry represents a small percentage of the over-all, therefore, a long range program is necessary to attract this type of prospect. The continuity of port industrial promotion has been found to be most effective.

In reviewing the present industrial development activities among port operators, it is apparent that this program is active in all size ports — small, medium and large, but the approach to this program varies. We would see greater activity in this field if each port group had ample acreage. Under these conditions, more attention could be given to this vital need to our industry.

The types of industry usually attracted to shipside are conscious of the local area served by the port and the immediate hinterland. The types of industry usually attracted would include grain elevators, processing plants, tank farms, warehouses, distribution centers, refrigeration plants, fabricating plants and assembly plants.

It is most interesting to note the number of port-sponsored industrial parks in the making or on the drawing board. This approach to attract industry will continue to become more popular among port terminal operators. The trend in port industrial development is apparent, however, a pattern or a recognized standard approach to attract shipside industry is not established.

Because of the many mutual advantages to the port terminal and to industry dependent upon waterborne commerce, increased activity in this field will continue. It is reasonable to expect within the next few years that the port terminal operators will make decided progress in stimulating the growth of the shipside industry.

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REFERENCE LIST OF PORT AGENCIES

This directory of ports in the United States, its possessions, and Canada, will serve as a handy reference list for those interested in investigating the possibility of locating a plant on a port site. The assistance offered by the various port agencies may be simply that of supplying shipping facilities, or it may be a complete package of data on specific sites and the full range of site selection factors. Those ports listed with an asterisk (*) are the ones which did not return this year's special ID questionnaire, while all those for which detailed information is given returned the questionnaire either in 1961 or 1960.

CODE CLASSIFICATION DATA

(A) Conduct or assemble research studies on service area.

(B) Maintain complete files for service area on basic location factors: 1. Markets, 2. Labor, 3. Raw materials, 4. Power and fuel, 5. Water and waste, 6. Climate, 7. Transportation, 8. Financing, 9. Legislation and taxes, and 10. Civic characteristics.

(C) Maintain files on the above information for individual communities in service area.

(D) Assemble above information on communities in comparable form such as audit or survey.

(E) Serve as an Area Registry for the International Community Audit Registry.

(F) Maintain files on available industrial sites, covering items such as cost, ownership, availability of utilities, zoning, etc.

(G) Own or share in ownership of developed or undeveloped industrial sites.

(H) Conduct specific site studies.

(I) Offer assistance in the design and layout of new plants.

(J) Provide financial assistance to new or expanding plants either directly or indirectly.

(K) Participate in long-term community improvement programs.

(L) Aid communities in formulating and carrying out land-use planning and zoning programs.

(M) Assist communities in setting up urban redevelopment programs.

(N) Help communities set up local foundations or development corporations.

(O) Engage in promoting service area and its communities: 1. National Advertising; 2. Direct Mail programs distributing surveys or brochures; 3. Production or distribution of motion pictures dealing with community development; 4. Sponsorship of workshop and orientation sessions.

ALABAMA

Port of Mobile, Alabama State Docks, P. O. Box 721, Mobile, Alabama. Earl M. McGowin, Director. Governing agency is State of Alabama, Capitol Building, Montgomery, Alabama. Port serves neighboring Southern states and Mid-continental United States. It handled a total tonnage of 20,045,297 in 1960. Port has channel depth of 38, auth. 40 ft. and 2,471,000 sq. ft. of covered storage and transit shed space. Special storage facilities include grain elevators, open storage area for ores, warehouses for imported fertilizers, with bagging and sacking unit, warehouses for imports, bonded warehouse area. Other special facilities include shipside cold storage plant, cotton compress for high-density export cotton, bonded warehouse area, 3-berth bulk material handling plant for export and import ores, marginal railroad tracks at ships berth, drumming, packing, sacking facilities. Operates own terminal switch railroad. Industrial development activities headed by Earl M. McGowin. 69,000 sq. ft. building available for sale and 99,000 sq. ft. building available for lease, with assistance in financing offered. A, B: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, C, D, E, F, H, J, K, L, M, N, O: 2, 4.

ALASKA

***Anchorage Port Commission,** George C. Shannon, P. O. Box 400, Anchorage, Alaska.

CALIFORNIA

***Encinal Terminals,** Alameda, California. B. R. Allen, Assistant to President. Steamer lines serving the port's docks serve the entire world. During 1959 the port handled approximately 1,000,000 total tonnage. The channel depth is 32 ft. and it has 1,200,000 sq. ft. covered storage and transit shed space. The port operates steamship terminals, docks, warehouses, stevedoring, trucking, pool and buyer cars. It has 65 acres of industrial sites and a 60,000 sq. ft. industrial building for lease. It also offers assistance in financing sites or building. 55 acres of industrial land is adjacent to deep water docks that are served by over 60 steamer lines.

***Port of Hueneme,** P. O. Box 297, Hueneme, California.

***Port of Long Beach,** 925 Harbor Plaza, Long Beach, California. C. L. Vickers, General Manager. The port serves the Harbor District, a total of 7,500 acres and it handled a total of 10 million tons during 1959. The channel depth is approximately 40 ft. and the covered storage and transit shed space is 2,000,000 sq. ft. Special facilities include bulk loading from rail cars to ship, electro magnetic cranes, and a 900,000 cu. bushel capacity grain elevator. It has 175 acres of industrial sites for lease and offers assistance in financing.

Port of Los Angeles, P. O. Box 151, San Pedro, California. B. J. Caughlin, General Manager. The governing agency is the Board of Harbor Commissioners, a municipal agency, Room 1300 City Hall, Los Angeles, California. The port handled 24,620,-397 tons during 1960. The channel depth is 35 ft. and the covered storage and transit shed space is 3,980,619 sq. ft. Special facilities include supertanker terminal, grain terminal, container dock. Freight interchange facilities include Harbor Belt Line (115 miles of trackage) connected with 3 transcontinental railroads; 200 trucking firms.

***Port of Los Angeles,** Bernard J. Caughlin, General Manager, City Hall, Los Angeles, California.

Port of Oakland, Grove Street Pier, Oakland 7. Dudley W. Frost, Executive Director. Board of Port Commissioners, City of Oakland, governing agency. Port serves western states. It handled 3,300,000 tons of cargo in 1960. The channel depth is 30 and 35 feet and covered storage and transit shed space is 900,600 square feet. Phil Wagner, Properties Manager assigned to full-time industrial development activities. Port has 200 acres of land for lease. A, B: 1, 3, 4, 5, 6, 7, 9, 10, F, G, H, I, K, O: 1, 2.

Port of Redwood City, Redwood City. M. D. McCarl, Port Manager. Board of Port Commissioners, P. O. Box 32, Redwood City, governing agency. Port serves South San Francisco Bay Area. It handled in excess of 3,000,000 tons of cargo in 1960. The channel depth is 30 feet and covered storage and transit shed space is 55,000 square feet. Other special facilities include bulk salt loading.

Sacramento River Deep Water Ship Channel Project, Sacramento-Yolo Port District, 705 California Fruit Building, Sacramento 14, California. W. G. Stone, Port Director. Project is presently under construction with completion date set for July 1, 1963. Port District owns more than 7,000 acres of land for the 25-mile stretch of the deep water channel, spoil disposal areas and ample areas for initial spoil disposal and future maintenance purposes. Harbor and turning basin and upper seven miles of deep water channel dredging were completed in December, 1960.

Port of San Diego, 1365 North Harbor Drive, San Diego. John Bate, Port Director. Harbor Commission, governing agency. Port serves West Texas, Imperial Valley, Arizona, Northern Mexico, and New Mexico. It handled 475,252 tons of cargo in 1960. The channel depth is 37 feet and covered storage and transit shed space is 700,000 square feet. Other special facilities include bulk loader and facilities for bunkering. Freight interchange facilities railroad and truck. Carl F. Reupsch, Business Manager assigned to full-time industrial development activities. A, B: 2, 4, 6, 7, 9, 10, C, G, K, L, M, N, O.

Port of San Francisco, Ferry Building, San Francisco 11, California. Ray F. Watts, Port Director. The State of California is the governing agency. The Port serves the United States and world wide. The total tonnage handled during 1960 is 5,600,000. The channel depth is 35 ft. at piers and the covered storage and transit shed space is 220 acres of wharf and terminal area. Special storage facilities include cotton terminal, grain elevator, copra terminal, and banana terminal. Other special facilities include barge cranes to 150 ton capacity; dry docks and ship repair facilities; world trade center; mobile cranes to 25 tons. Freight interchange facilities include rail, barge, truck and air.

Port of Stockton, P. O. Box 2089, Stockton, California. E. E. Ferrari, Director. The governing agency is the Stockton Port District, a municipal agency. The Port serves Central Valley of California. Certain cargoes drawn from and shipped to Midwestern U. S. points. The Port handled 3,500,-000 tons during 1960. The channel depth is 32 ft. and the covered storage and transit shed space is 1,800,000 sq. ft. Special storage facilities include 2 grain elevators and berths, 2 bulk mineral berths, 1 wine terminal, 1 oil terminal. Other special facilities include cotton compress, 3 separate facilities for storage of bulk molasses, 9 general cargo berths. Executive in charge of industrial development activities is Leonard F. Formosa, Manager of Industrial Development. Available for lease is 250 acres of industrial sites with assistance in financing offered. A, B, G, H, I, J, K, L, O: 1, 2.

***Ventura-Oxnard Harbor,** Ventura, California.

CONNECTICUT

***Port of New Haven,** New Haven, Connecticut.

DELAWARE

***The Port of Wilmington,** Wilmington, Delaware.

FLORIDA

Port Canaveral, Port Canaveral, Fla. A. A. Dunn, Chairman, Port Commission. Canaveral Port Authority, Box 1463. Cocoa, governing agency. Port serves Central Florida. The channel depth is 33 feet and covered storage and transit shed space is 12,000 square feet. Freight interchange facilities truck only. George J. King, Port Manager, assigned to full-time industrial development activities. Port has 550 acres of land for lease. G, H, I, J, K, L, O: 1, 2.

Dade County Seaport, 853 Biscayne Boulevard, Miami. Arthur E. Darlow, Seaport Director. Metropolitan Dade

County, Courthouse, Miami, governing agency. It handled 548,000 tons of cargo in 1960. The channel depth is 30 feet and covered storage and transit shed space is 340,760 square feet. Other special facilities include dry docks. Richard J. Welsh, Director, Development Department assigned to full-time industrial development activities. A, B, C, D, E, H, J, K, L, M, O.

***Florida Ports & Foreign Trade Council,** I. P. Pedraza, Executive Director, Lambert Building, Tallahassee, Florida.

Port of Fort Pierce, P. O. Box 1372, Fort Pierce. M. A. Ramsey, President. Fort Pierce Port and Terminal Company, governing agency, Port serves East Central Florida. It handled 500,000 tons of cargo in 1960. The channel depth is 25 feet. Freight interchange facilities railroads and Port has 100 acres of land for lease. B, C, D, E, F, G, H, K, L, M, O: 1, 2, 3.

***Hillsborough County Port Authority,** Jack P. Fitzgerald, Port Director, P. O. Box 981, Tampa, Florida.

***City of Jacksonville Municipal Docks and Terminals,** J. Dillon Kennedy, Commissioner of Public Utilities, P. O. Box 3005, Jacksonville, Florida.

***Port of Palm Beach Authority,** Joel C. Wilcox, Port Director, P. O. Box 990, West Palm Beach, Florida.

Pensacola Port Authority, 2759 North Palafox Street, Pensacola, Florida. Phil M. Alvarez, Port Director. The authority is an agency of the city of Pensacola. The port serves area from Gulf to Mid-west and handled approximately 150,000 tons during 1960. The channel depth is 31 ft. with covered storage and transit shed space now under construction. Special facilities include bulk creosote and special chemical storage, bulk fertilizer warehouses, and conveyor systems. Freight interchange facilities include railroads, truck lines and carloading company. Port has full-time and part-time personnel assigned to industrial development activities.

Port Everglades, Port Everglades, Florida. R. T. Spangler, Port Manager. Governing agency is Broward County Port Authority and is a separate district set up by the state. Port serves 13 counties, a total of 10,000 sq. miles in Southern Florida. Total tonnage handled in 1960 was 5,232,808. It has a channel depth of 35 ft. with covered storage and transit shed space of 364,000 sq. ft. Special storage facilities include molasses storage and petroleum tank farms. Belt Line Railroad connects with Florida East Coast and Seaboard Air Line Railways.

***Port St. Joe Chamber of Commerce,** Harry H. Saunders, Chairman-Industrial Development Committee, Port St. Joe, Florida.

***St. Augustine Port Commission,** L. C. Ringhaver, Chairman, P. O. Box 658, St. Augustine, Florida.

***Tampa Maritime Association,** S. S. Gaillard, President, P. O. Box 2879, Tampa, Florida.

GEORGIA

***Brunswick Port Authority,** Brunswick Shipyard, Brunswick, Georgia.

***Georgia Ports Authority,** J. D. Holt, Executive Director, P. O. Box 1039, Savannah, Georgia.

***Savannah District Authority,** P. O. Box 768, Savannah, Georgia. G. H. Kissinger, Jr., Executive Director. The port serves Metropolitan Savannah and Savannah area. During 1959 the port handled over 4,000,000 short tons of cargo. The channel depth is 34 ft. It has over 2,000,000 sq. ft. covered storage and transit shed space. Savannah Machine and Foundry operates dry docks for shipbuilding and repairs — 540 ft. in length and 73 ft. in width. It has four deep water terminals for general cargoes The port can handle any normal size ship which ordinarily calls at South Atlantic and Gulf Ports. It has a 34,000 sq. ft. industrial building for sale and a 20,000 sq. ft. industrial building for lease and offers assistance in financing.

HAWAII

Honolulu Board of Harbor Commissioners, P. O. Box 397, Honolulu, Hawaii. Harold W. Butzine, Manager and Chief Engineer. Board of Harbor Commissioners is governing agency. Port serves Hawaiian Islands. It handled 5,000,000 tons

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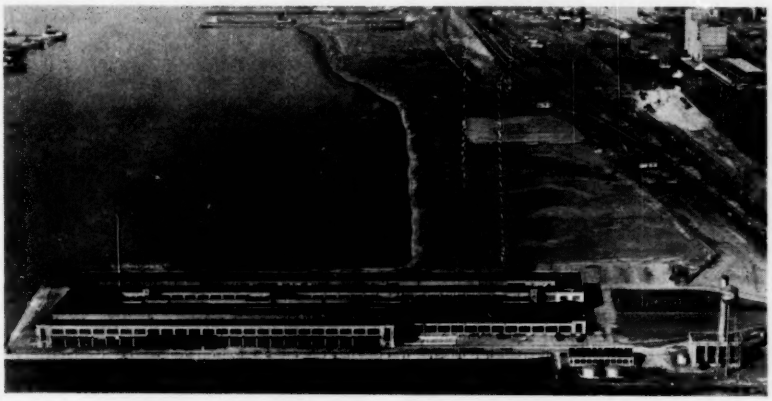

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The waterfront property available now for industrial use, adjacent to the Port Terminal at Buffalo, N. Y., consists of more than 70 acres. All utilities, including electricity from the Niagara Power Project are at hand. The heart of downtown Buffalo is only five minutes away and interchanges to the New York State Thruway are but three minutes from the site. The property is serviced directly by the Buffalo Creek Railroad and is situated on the Outer Harbor which is currently being dredged from its present 23 feet depth to 27 feet.

Buffalo and the Niagara Frontier comprise an area with solid, diversified growth behind it... with everything that promises a steady and continued progress. Three-quarters of all industrial categories listed by the Census Bureau are represented here. It's a major center of steel production... grain milling... electro-chemical and electro-metallurgical production.

- The Niagara Frontier is a transport center in the midst of a big market. The Port of Buffalo, on Lake Erie, handles over 15 million tons of cargo annually and is the first major U. S. port-of-call on the St. Lawrence Seaway route.
- The Frontier is linked to the whole populous central and northeast United States by the New York State Thruway. It is served by 9 truckline railroads and 130 trucking companies. Just over the Peace Bridge at Buffalo lies Southern Ontario, home of more than half of all Canadian manufacturing output.
- More than 55% of all U. S. citizens, more than 62% of all Canadians live within 500 miles of this busy link between two thriving nations.
- Pure water is limitless; low cost power is plentiful. There's ready access to all kinds of raw materials; a solid labor force that offers skill as well as brawn; a favorable tax climate and ideal family living conditions.

for further information write to the...

NIAGARA FRONTIER PORT AUTHORITY

432 CITY HALL BUFFALO 2, N. Y.

in 1960. The channel depth is 35 ft. and covered storage and transit shed space as follows: State — 653,500 sq. ft.; Private — 1,113,000 sq. ft.; Army Pier — 354,000 sq. ft. Special storage facilities include bulk sugar, oil and grain on private piers. Other special facilities include 2 container cranes of 25 ton capacity at Diamond Head Terminal. K, O: 1.

ILLINOIS

***Calument Harbor Terminals,** 130th and Stony Island Avenue, Chicago, Illinois.

***Chicago Regional Port District,** 360 North Michigan Avenue, Chicago 1, Illinois. Maxim M. Cohan, General Manager. The port serves the Lake Michigan and Chicago area. The channel depth is 21 ft. and the covered storage and transit shed space is 500,000 sq. ft.

***Department of the Port of Chicago,** Navy Pier, Chicago 11, Illinois. Captain John J. Manley, Port Director. The port serves entire Mid-America and handled 62,000,000 tons of cargo during 1959. The channel depth is 21-28 ft. and the covered storage and transit shed space is 1,470,000 sq. ft. Facilities include dry docks up to 710 ft. length of vessel, and 110 ton lift floating crane. The port has unlimited water sites and backup land available.

***Waukegan Port District,** F. Ward Just, Chairman, 4 South Genessee Street, Room 512, Waukegan, Illinois.

IOWA

***Port of Council Bluffs,** Council Bluffs, Iowa.

***Port of Dubuque,** Dubuque, Iowa.

Port of Sioux City, Sioux City. R. W. Wigton, Executive Assistant Sioux City Dock Commission. Department of Public Docks, c/o Sioux City Traffic Bureau, Sheraton-Warrior Hotel Building, Sioux City, governing agency. Port serves within 200 mile radius. It handled 1,040 tons of cargo in 1960. The channel depth is 5 feet. Freight interchange facilities are truck and rail. G. R. Wimmer, Manager, assigned to full-time industrial development activities. Port has industrial sites totaling 479 acres for sale. A, B, F, G, H, I, J, K, O: 1, 2.

LOUISIANA

Greater Baton Rouge Port Commission, P. O. Box 398, Port Allen, Louisiana. C. W. Herbert, Executive Director. Greater Baton Rouge Port Commission is governing agency. Port serves entire parishes of East Baton Rouge, West Baton Rouge, Iberville and Ascension. 25,000,000 tons handled in 1960. Its channel depth is 35 ft. with covered storage and transit shed space of 120,000 sq. ft. Special storage facilities include 7½ million bu. grain elevator and 8 million gallon tank terminal. Other special facilities include public commodity warehouse, bulk materials handling terminal, and two barge terminals. Interchange facilities include four railroads and numerous truck and barge lines. 3 part-time persons assigned to industrial development activities. B: 2, 3, 4, 5, 6, 7, 8, 9, 10. F, H, I, J, K, O: 1, 4.

***Port of Lake Charles,** John H. Groh, Port Director, Lake Charles, Louisiana.

***Morgan City Harbor and Terminal District,** A. J. Pattie, Morgan City, Louisiana.

Port of New Orleans, #2 Canal St., New Orleans, Louisiana. W. J. Amoss, Director of the Port. Governing agency is Board of Commissioners of the Port of New Orleans, which is a state agency. Port serves Mid Continent U.S.A. It handled a total tonnage of 50,000,000 during 1960. The channel depth is 36 ft. and the covered storage and transit shed space is 6,033,939 sq. ft. Special storage facilities include 7,200,000 bu. grain; abund- and private oil storage facilities; bulk materials handling facility; special scrap iron facility; banana unloading facilities, open & closed public auto storage. Other special facilities include drydocking up to 20,000 tons; up to 300 tons heavy lift in harbor; ship repair and construction facilities; total of 142 ship berths; special facilities for bulk solids, liquids, bananas, etc. Freight interchange facilities include 8 major trunkline railroads, over 50 barge lines, over 50 truck lines, air freight, including overseas. Maintains part-time industrial development department headed by William H. Lewis, Planning Coordinator. 10 acres of industrial sites available for lease. A, B: 1, 2, 3, 4, 5, 7, F, G, H, I, K, L, O: 1, 2, 3, 4.

MAINE

Maine Port Authority, Maine State Pier, Portland. Edward Langlois, General Manager. Maine Port Authority, governing agency. It handled 15,000,000 tons of cargo in 1960. The channel depth is 35 feet and covered storage and transit shed space is 600,000 square feet. Eugene S. Martin, Area Development Council assigned to full-time industrial development activities. Port has industrial sites totaling 500 acres for sale and building area totaling 200,000 square feet for sale or lease. A, B, C, D, F, G, H, I, J, K, L, M, N, O: 1, 2, 3, 4.

MARYLAND

Maryland Port Authority, Pier 2, Pratt Street, Baltimore 2, Maryland. Joseph L. Stanton, Executive Director. The governing agency is the State of Maryland, State House, Annapolis, Maryland. The Port serves an area of 45 miles. It handled a total tonnage of 41,800,000 net during 1960. The channel depth is 39 ft. and the covered storage and transit shed space is 5,302,195 sq. ft. Special storage facilities include 13,000,000 bu. grain; 16,000,000 bbls. oil; 2,000,000 gal. molasses; 4,195,102 cu. ft. perishables (cold storage). Other special facilities include 3 coal loading piers with combined loading capacity of 9,100 tons per hr.; 3 ore unloading docks with total capacity of 8,000 tons per hr.; 1 modern mechanized import banana terminal; 1 floating drydocks with lifting capacities up to 20,000 tons; 2 graving docks. Executive in charge of development activities is James W. Davis, Director of Planning.

MASSACHUSETTS

***Fall River Industrial Commission,** 142 Second Street, Fall River, Massachusetts.

Massachusetts Port Authority, Port of Boston, 141 Milk Street, Boston 9, Massachusetts. John F. O'Halloran, Executive Director. The governing agency is the Massachusetts Port Authority which is a governmental corporation. The Port handled 20 million tons during 1960. The channel depth is 40 ft. MLW and the covered storage and transit shed space is 4,759,510 sq. ft. Special storage facilities include 2 1,000,000 bu. capacity grain elevators and ample oil storage. Special facilities include Navy Dry Dock South Boston 1200 ft. long; Bethlehem Dry Dock East Boston 600 ft. long; several smaller dry docks. Four major carriers serve area with local switching facilities. Executive in charge of industrial development activities is I. C. Goode, Director, Maritime Division. 250 acres of industrial sites available for sale and 100 acres available for lease. 150,000 sq. ft. building vacant for sale and 400,000 sq. ft. building for lease. Assistance is offered in financing of same. A, B, C, D, E, F, G, H, I, J, K, L, M, N, O.

MICHIGAN

***Port of Bay City,** Bay City, Michigan.

***Port of Cheboygan,** Cheboygan, Michigan.

***Port of Detroit Commission,** Carlis J. Stettin, 2400 Guardian Building, Detroit 26, Michigan.

***Port Huron Maritime Commission,** Port Huron, Michigan. Calvin M. Lakin, City Manager. The channel depth is 29 ft. and the covered storage and transit shed space is 12,000 sq. ft. There are 500 ft. dock and arrons, road and railroad along side, adjacent federal highway, and 2 mobile gantry cranes on rail. It has 94 acres of industrial sites for sale or lease and offers assistance in financing. Completely planned industrial park adjacent to 2 major railroads.

Port Huron Terminal Company, P. O. Box 273, Port Huron. William R. Neal, Vice President and General Manager. City of Port Huron. City County Building, McMorran Boulevard, governing agency. Port serves 100 square miles. It handled 28,000 tons of cargo in 1960. The channel depth is 27 feet and covered storage and transit shed space is 10,400 square feet. Other special facilities include two 18 ton Gantry Cranes, 1,000 ft. dock frontage. Freight interchange facilities — rail and truck. Robert L. Patterson, Managing Director, assigned to full-time industrial development activities. Port has building area totaling 250,000 square feet for sale

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or lease. A, B, C, F, H, I, J, K, L, M, N.

Port of Monroe, 3055 East Front Street, Monroe. George L. Soleau, Director. Port of Monroe Commission, governing agency. Port serves a radius of 600 square miles. It handled 35,000 tons of cargo in 1960. The channel depth is 20.7 feet and covered storage and transit shed space is 14,000 square feet. George L. Soleau, Manager, assigned to full-time industrial development activities. Port has 550 acres of land for sale and 100 acres for lease.

Port of Muskegon, Muskegon Board of Harbor Commissioners, City Hall, Muskegon. Joseph V. Cook, Port Director. Board of Harbor Commissioners, City Hall, governing agency. Port serves entire Western Michigan area. It handled 4,750,000 tons of cargo in 1960. The channel depth is 21 feet and covered storage and transit shed space is 2,150,000 square feet. Freight interchange facilities — rail and truck. Clifford Webb, Industrial Commssioner, Muskegon Chamber of Commerce, assigned to full-time industrial development activities. Port has 750 acres of land for sale or lease and building area totaling 2,000,000 square feet. A, B, C, D, F, G, H, I, J, K, L, M, N, O.

***Port of Saginaw,** Saginaw, Michigan.

MINNESOTA

Port of Duluth-Superior, 909 Alworth Building, Duluth 2, Minnesota. Robert T. Smith, Port Director. The governing agency is the Seaway Port Authority of Duluth which is a public corporation — State of Minnesota. The Port serves 11 Midwestern states and handled 42,633,600 tons during 1960. The channel depth is 25 ft. and the covered storage and transit shed space is 3 million sq. ft. Special storage facilities include 11 grain elevators, 64 million bu. capacity; 12 loading berths; 10 general cargo docks; 3200 metric ton animal and vegetable oil tank farm loading 200 tons per hr., operable June 5, 1961. Other special facilities include twin 90-ton gantry cranes, in-tandem capacity 180 tons, Public Marine Terminal; complete shipbuilding, repair and drydock facilities. Freight interchange facilities include 8 railroads (2 Canadian) and 14 truck lines; barges available; Public Marine Terminal entirely palletized operation. Gerald A. Regnier, Manager of Public Relations and Industrial Promotion is in charge of development activities. 400 plus acres of industrial sites available for sale, 450 plus acres available for lease. 300,000 plus sq. ft. industrial building for sale and 350,000 plus sq. ft. building for lease. Assistance in financing is offered. A, B, C, D, F, G, H, I, J, K, O: 2, 4.

***Port Authority of City of St. Paul,** Frank Clawson, Executive Director, City Hall and Court House, St. Paul 2, Minnesota.

MISSISSIPPI

Biloxi Port Commission, P. O. Box 738, Biloxi, Mississippi. Jacinto B. Baltar, Chairman. Governing agency is Biloxi Port Commission. Port serves Biloxi area. Is primarily a small crafts harbor.

***Gulfport Port Commission,** Box 997, Gulfport, Mississippi. R. B. Swenson, Port Director. The port serves the South and Midwest and during 1959 it handled 340,000 tons of cargo. The channel depth is 30 ft. and the covered storage and transit shed space is 392,000 sq. ft. It has 36 acres of planned industrial sites for lease.

***The Jackson County Port Authority,** Al S. Johnson, Director, Box 348, Pascagoula, Mississippi.

Port of Pascagoula, Box 348, Pascagoula, Mississippi. Al Johnson, Port Director. The governing agency is the Jackson County Port Authority. The Port serves the entire County and handled a total tonnage of 750,000 during 1960. The channel depth is 33 ft. and the covered storage and transit shed space is 100,000 sq. ft. Special storage facilities include a 2,100,000 bu. grain elevator. Other special facilities include 5 ship yards, 5,000 acres of industrial property. Freight interchange facilities include 4 deep sea berths.

NEBRASKA

***Nebraska City Dock Board,** Robert L. McConnelee, Secretary., 115 South 8th Street, Nebraska City, Nebraska.

NEW HAMPSHIRE

***New Hampshire State Port Authority,** John E. Seybolt, Chairman, 720 Lafayette Road, Portsmouth, New Hampshire.

NEW JERSEY

Camden Marine Terminals, Foot of Beckett Street, Camden 1, New Jersey. Joseph W. McGee, Executive Secretary and General Manager. South Jersey Port Commission, P. O. Box 129, Camden, is governing agency. Port serves 7 counties. It handled a total tonnage of 799,201 in 1960. Its channel depth is 40 ft. and the coverage storage and transit shed space is 239,000 sq. ft. Special storage facilities include 780,000 sq. ft. of open storage. Interchange facilities include 2 railroads.

Delaware River Ports, Philadelphia and Camden. John M. McCullough, Executive Director. Delaware River Port Authority, P. O. Box 1949, Camden 1, governing agency. Port serves area from Trenton, N. J. to Wilmington, Delaware. It handled 100,000,000 tons of cargo in 1960. The channl depth is 40 feet.

***Department of Conservation and Economic Development,** Bureau of Navigation, Salvatore A. Bontempo, 137 East State Street, Trenton, New Jersey.

***Trenton Marine Terminals, Inc.,** Trenton, New Jersey.

NEW YORK

Port of Albany, Administration Building, Albany 2. Frank W. Dunham, General Manager. Albany Port District Commission, Administration Building, governing agency. Port serves upper New York State, western Massachusetts, Vermont, New Hampshire. It handled 8,000,000 tons of cargo in 1960. The Channel depth is 27 feet and covered storage and transit shed space is 400,000 square feet. Freight interchange facilities — rail and truck. Port has 100 acres of land for lease and building area totaling 30,000 square feet for lease. G, K, L.

***American Dock and Pouch Terminal,** 17 State Street, New York 4, New York.

Port of Buffalo, Niagara Frontier Port Authority, Room 432 City Hall, Buffalo 2. Niagara Frontier Port Authority, governing agency. Port serves a radius of 30,000 square miles. It handled 16,000,000 tons of cargo in 1960. The channel depth is 25 feet and covered storage and transit shed space is 440,000 square feet. Freight interchange facilities — rail and truck. Port has 150 acres of land for lease. B: 7, G, J, K, O: 1, 2.

***Bush Terminal Railroad,** 100 Broad Street, New York 4, New York.

***St. Lawrence Seaway Development Corporation,** L. M. Hale, Director, Box 213, Massena, New York.

***New York Foreign Trade Zone Operators, Inc.,** 17 Battery Place, New York 4, New York.

***The Port of New York Authority,** 111 Eighth Avenue, New York 11, New York. Austin J. Tobin, Executive Director. The port serves 1,500 sq. miles and has one of the finest deep water berth loading grain elevators on the east coast. Distribution buildings available to users of waterborne cargoes. 1,000,000 sq. ft. now under construction.

***Oswego Port Authority,** Arthur C. Mendel, Jr., Oswego, New York.

NORTH CAROLINA

***North Carolina State Ports Authority,** D. Leon Williams, Education Building, Raleigh, North Carolina.

OHIO

Port of Cleveland, 120 City Hall, Cleveland 14, William J. Rogers, Director of Port Control. City of Cleveland, Department of Port Control, East 6th & Lakeside, governing agency. Port handled 225,000 tons of cargo in 1960. The channel depth is 23 and 25 feet and covered storage and transit shed space is 403,000 square feet. Other special facilities include dry docks. Freight interchange facilities — rail and truck.

***Toledo Marine Terminals, Inc.,** 26 Main Street, Toledo 5, Ohio. R. W. Cary, Vice President and General Manager. The port serves a minimum radius of 200 miles. A total of 79,270 net tons was handled during 1959. The channel depth is 25 ft. and the covered storage and transit shed space is 51,000 sq. ft. Among special facilities are double dockside tracks; 1500 ft. concrete marginal dock; warehouse loading tract and platform for rail cars and trucks; approximately 8 acres open storage; 30-ton stiff leg crane; 25-ton mobile

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- On Union Pacific main line.
- Dock situated on McNary Dam Pool on Columbia River—served by barge lines.

CENTRAL DISTRIBUTION POINT —

- 180 miles to Portland, Oregon
- 194 miles to Spokane, Washington
- 235 miles to Seattle, Washington
- 285 miles to Boise, Idaho

FACTS —

- Industrial sites up to 50,000 acres.
- Unlimited water supply.
- Natural gas pipeline bisects Port District.
- Revenue Bond financing.
- Abundant hydroelectric power—Rates comparable to lowest in nation (located on McNary Dam Pool).
- Good labor supply.
- Semi-arid climate—favorable to year around activities.
- Recreational facilities in and adjacent to area:
  - Hunting
  - Fishing
  - Boating
  - Skiing
  - Swimming
  - Golf
  - Many other

INFORMATION AVAILABLE —

PORT OF UMATILLA

P. O. Box 408 **McNary, Oregon**

crane; 15-ton mobile crane; lift trucks; total acreage 13½; located in center of town; easy access to inter-state highways.

Port of Toledo, Toledo-Lucas County Port Authority, 241 Superior Street, Toledo. Louis C. Purdey, General Manager. Toledo-Lucas County Port Authority, governing agency. Port serves 307 square miles, Lucas County, trading area covers 93,674 square miles. It handled 34½ million tons of cargo in 1960. The channel depth is 25 feet and covered storage and transit shed space is 205,000 square feet. Other special facilities include 2 dry docks. Freight interchange facilities — rail and truck. Port has 73 acres of land for sale and 87 for lease. A, B, G, H, I, J, K, O: 1, 2, 3, 4.

OREGON

***Port of Alsea,** Alsea, Oregon.

***Port of Arlington,** Arlington, Oregon.

Port of Astoria, Smith Point, Astoria. R. J. Bettendorf, General Manager. Port of Astoria Commission, governing agency. Port serves a radius of 820 square miles. It handled 200,000 tons of cargo in 1960. The channel depth is 35 feet and covered storage and transit shed space is 415,000. Freight interchange facilities — rail and truck. Port has 200 acres of land for lease and building area totaling 248,000 square feet for lease. J, K.

***Port of Coos Bay,** Coos Bay, Oregon.

Port of Hood River, 207 Cascade Street, Hood River. George D. Bartch, Manager. Port of Hood River Commission, governing agency. Port serves Hood River County and Mid Columbia River. It handled 10,000 tons of cargo in 1960. The channel depth is 27 feet. Port has up to 600 acres of land for lease. A, B, C, D, F, G, H, I, J, K, L, M, N, O.

***Port of Newport,** Newport, Oregon.

***Port of Port Orford,** Port Orford, Oregon.

The Port of Portland, P. O. Box 4099, Portland 8. John J. Winn, Jr., General Manager. The Port of Portland Commission, governing agency. Port serves Oregon, Washington, Idaho, and Montana. It handled 9 million tons of cargo in 1960. The channel depth is 35 feet and covered storage and transit shed space is 1,500,000 square feet. Other special facilities include floating dry docks, seven ship repair berths and specialty docks. Freight interchange facilities — steamship, rail, truck and airlines. Carl H. Cover, Manager, Industrial Development Department of the Port, assigned full-time industrial development activities. Port has 270 acres of land for sale and 460 acres for lease and building area totaling 10,000 square feet for lease. A, B: 1, 2, 3, 4, 5, 6, 7, 10, G, H, J, K, O: 1, 2.

Commission of Public Docks, 3070 N. W. Front Avenue, Portland 10, Oregon. Thomas P. Guerin, General Manager. City of Portland, City Hall, Portland is governing agency. Port serves Pacific Northwest states and inland to Middle West. Handled 9,102,406 s/t during 1960. The channel depth is 30 ft. The covered storage and transit shed space is approximately 2,000,000 sq. ft. Special storage facilities include 5 grain elevators; 8 private oil docks; 10,000 ton bunker space; molasses, tallow, edible oil tanks; open storage. Special facilities include 2 drydocks, ship repair yards, bulk unloading plant, bulk outloading, ship scrapping. Interchange facilities include rail, truck, barge.

Port of Umatilla, P. O. Box 408, 505 Wil-Lamette Street, McNary, Oregon, J. H. Sturgis, Manager. Port of Umatilla Commission is the governing agency. Port serves a 2,700 sq. mile area. The minimum channel depth after December 1963 will be 14 ft. Covered storage and transit shed space available in area. Special facilities include loading dock. Interchange facilities include truck to barge. Mr. Sturgis heads department devoted specifically to industrial development activities. 231 acres available for sale and 25 acres available for lease and offers assistance in financing same. A, B: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, C, D, F, G, H, I, J, K, L, M, N, O: 1, 2.

PENNSYLVANIA

Port of Erie, 25 E. 8th Street, Erie. Calvin E. Dingler, Port Director. Port Commission, City of Erie, Parks Department, City Hall, Erie, governing agency. Port serves the Erie area. The channel depth is 25 feet and covered storage and transit shed space is 60,000 square feet. Freight interchange facilities — rails and trucks. W. A. J. Shaner, Executive secretary, Greater Erie Industrial Development Corporation, Erie, assigned to full-time industrial development activities. Port has 2,000 acres of land for sale and 100 acres for lease and building area totaling 20,618 square feet for sale. A, B, C, D, E, F, G, H, I, J, K, L, M, N, O.

***Port of Philadelphia,** Division of Port Operations, Thomas C. Brown, Pier No. 4, South, Philadelphia 6, Pennsylvania.

***Port of Pittsburgh,** Pittsburgh, Pennsylvania.

PUERTO RICO

Puerto Rico Ports Authority, P. O. Box 3508, San Juan. Rafael Durand, Executive Director. Economic Development Administration, P. O. Box 2672, governing agency. Port serves Puerto Rico. It handled 2,400,000 tons of cargo in 1960. The channel depth is 30 feet and covered storage and transit shed space is 1,000,000. Other special facilities include a drydock with 20,000 ton capacity. Mr. Gaspar Rocoa, President, assigned to full-time industrial development activities. Port has 75 acres of land for sale and 100 acres for lease. A, B, C, D, F, G, H, I, J, K, L, M, N, O.

Port of Corinto, Autoridad Portuaria de Corinto, Nicaragua. Rafael Huezo, Jr., General Administrator. Consejo Directivo de la Autoridat Portuaria de Corinto, Managua, D. N. Nicaragua, governing agency. Port serves all pacific coast of Nicaragua. It handled 400,000 tons of cargo in 1960. The channel depth is 28 feet and covered storage and transit shed space is 96,610 Cu. M. and 127,549 square feet.

RHODE ISLAND

***City of Providence,** James J. Fisher, Department of Public Works, City Hall, Providence, Rhode Island.

SOUTH CAROLINA

***Shipyard River Terminals,** P. O. Box 537, Charleston, South Carolina. James G. Gibbs, President. The port serves the southeastern area and during 1959 handled 250,000 tons of cargo. The channel depth is 30 ft. It has a covered storage and transit shed space of 300,000 sq. ft. Facilities include bulk handling gantry and bulk loading elevators.

***South Carolina State Ports Authority,** Cotesworth P. Means, Chairman, One Vendue Range, Charleston, South Carolina.

TENNESSEE

Port of Memphis, 1115 Riverside Drive, Memphis. Clark Kittrell, Port Director. Memphis and Shelby County Port Commission, governing agency. Port serves states of Arkansas, Mississippi and Tennessee. It handled 6,500,000 tons of cargo in 1960. The channel depth is 12 feet and covered storage and transit shed space is 80,000 square feet. Other special facilities include a public dock and a private dock for dry cargo. Port has 7,000 acres of land for sale or lease.

***Port of Rockwood Authority,** Harry T. Burn, Secretary-Treasurer, Box 210, Rockwood, Tennessee.

TEXAS

Port of Beaumont, P. O. Box 4126, Beaumont. James H. Hartzog, General Manager and Secretary-Treas. Port of Beaumont Navigation District of Jefferson County, Texas, governing agency. Port serves a 21 state area from Indiana to Colorado and Great Lakes to Gulf. It handled 23,000,000 tons of cargo in 1960. The Channel depth is 38 feet and covered storage and transit shed space is 286,291 square feet. Other special facilities include full scale shipbuilding operations and 15,000 ton floating drydock. Freight interchange facilities — rail, truck and barge. Port has 240 acres of land for lease.

Port Brownsville, P. O. Box 231, Brownsville. F. W. Hofmokel, Port Director. Brownsville Navigation District, governing agency. Port serves Rio Grande Valley and Northern Mexico. It handled 1,069,483 tons of cargo in 1960. The channel depth is 36 feet and covered storage and transit shed space is 530,300 square feet. Freight interchange facilities include intracoastal barge canal and rail. Port has 30,000 acres of land for lease and building area totaling 26,500 square feet for sale or lease. A, B, C, D, F, G, H, I, J, K, L, O: 1, 2.

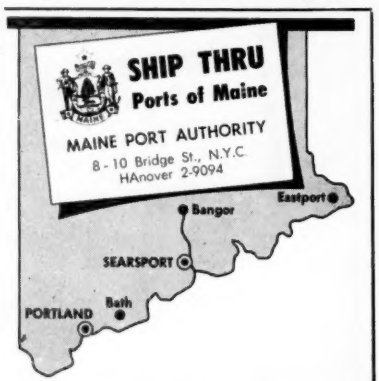
Port of Corpus Christi, P. O. Box 1541, Corpus Christi. Byrd Harris, Port Director. Nueces County Navigation District No. 1, governing agency. Port serves Texas and Mid-western states. It handled 24 million tons of cargo in 1960. The channel depth is 36 feet and covered storage and transit shed space is 500,000 square feet. Other special facilities include bulk materials dock with travelling unloading tower. Freight interchange facilities, rail only. A, G, K, O: 2.

***Port of Freeport,** Freeport, Texas.

The Port of Galveston, 802 - 25th Street, Galveston. W. H. Sandberg, General Manager. The Board of Trustees of the Galveston Wharves, governing agency. Port serves all states west of Mississippi River. It handled 6 million tons of cargo in 1960. The channel depth is 36 feet and covered storage and transit shed space is 4,500,000 square feet. Other special facilities include 1200 foot open pier. Freight interchange facilities — rail and truck. Port has 4,000 acres of land for sale or lease. B: 7, K, O: 1, 2.

Port of Harlingen, Harlingen. Edward L. Baw, Port Director. Arroyo Colorado Navigation District of Cameron and Willacy Counties, 238 Commerce Street, Harlingen, governing agency. Port serves 4 southmost counties of Texas. It handled 225,000 tons of cargo in 1960. The channel depth is 12 feet and covered storage and transit shed space is 2 warehouses, 60 x 180 feet and 60 x 300 feet. Other special facilities include 3 oil docks, 2 open docks and 1 portable adjustable dock. Freight interchange facilities — rail and truck. Port has 600 acres of land for lease. A, B, C, E, F, H, J, K, L, O: 1, 2.

Port of Houston, 1519 Capitol Avenue, Houston. J. P. Turner, General Manager. Board of Navigation and Canal Commissioners, Harris County Houston Ship Channel Navigation District, P. O. Box 2562, Houston, governing agency. Port serves all Midwestern and Southwestern States. It handled 60,265,293 tons of cargo in 1960. The channel depth is 36 feet and



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covered storage and transit shed space is 4,397,505 square feet. Other special facilities include new shipside loading and unloading plant. Vernon Bailey, Assistant General Manager, assigned to full-time industrial development activities. G, H, K, O: 1.

***Port Isabel-San Benito Navigation District of Cameron County.** T. W. Dunn, P. O. Box 218, Port Isabel, Texas.

Port Mansfield, 152 S. 7th Street. Raymondville. Charles R. Johnson, Port Director. Willacy County Navigation District, governing agency. Port serves South Texas and Mexico. It handled 800,000 tons of cargo in 1960. The channel depth is 12 feet and covered storage and transit shed space is 12,800 square feet. Other special facilities include one dry dock, one oil loading dock and 200 feet of ship-barge docks. Freight interchange facilities, truck only. Dick Rapp, President, Industrial Foundation, assigned to full-time industrial development activities. Port has 2,000 acres of land for lease and building area totaling 12,800 square feet for lease. B: 2, 3, 4, 6, 7, 8, 9, 10, J, K, N, O: 1, 2.

Port of Orange, P. O. Box 504, Orange. J. T. Arledge, Port Director. Orange County Navigation and Port District, governing agency. Port serves the southwest. It handled 100,000 tons of cargo in 1960. The channel depth is 33 feet and covered storage and transit shed space is 90,000 square feet. Other special facilities include 3 berths with 40 x 100 foot apron and dock. Freight interchange facilities — rail. E. S. Emerson, Fiscal Agent, assigned to full-time industrial development activities. Port has 60 acres of land for lease. A, B, C, K, L, O: 1, 2.

Port of Port Arthur, P. O. Box 650, Port Arthur, Texas. Lyle Vickers, Executive Vice President. Port is privately owned and, therefore, has no municipal or private docks. It handled a total tonnage of 23,000,000 during 1960. The channel depth is 36 ft. Special storage facilities include 2,500,000 bushel capacity grain elevator under lease by K.C.S. Rwy. to Cargill, Inc. Freight Interchange facilities include 2 railroads. Mr. Vickers is head of industrial development department with 7 other full-time persons assigned to industrial development activities. Port has from 1 to 1,500 acres available for sale. A, B: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, C, D, F, H, I, K, L, M, N, O: 2.

***Port of Sabine Pass,** Sabine Pass, Texas.

Port of Texas City, P. O. Box 325, Texas City. J. B. Wimberly, President and General Manager. Texas City Terminal Railway Company, governing agency. Port serves the midwest and southwest. It handled 16,000,000 tons of cargo in 1960. The channel depth is 36 feet. Other special facilities include combination bulk oil and container dock with crane. Freight interchange facilities — rail. Port has available land for sale or lease. G, I, K, O: 1.

VIRGINIA

Port of Alexandria, Alexandria, Virginia. The governing agency is the Virginia State Ports Authority, Maritime Tower, Norfolk 10, Virginia. The Port serves the Washington metropolitan area, plus Western Maryland, Pennsylvania, New York & Eastern Ohio, West Virginia and Northern Virginia. It handled 335,000 tons during 1960. The channel depth is 24 ft. and the covered storage and transit shed space is 166,000 sq ft. Served by Southern Railway and Washington and Old Dominion Railway. William J. Murray. Director of Commerce Development, is in charge of development activities. 200 acres of industrial sites available for sale and 125 acres available for lease. 85,000 sq. ft. industrial building available for sale and 350,000 sq. ft. building for lease. Assistance in financing is offered. A, D, F, H, K, L, M, N, O: 2.

***Hampton Roads Maritime Association,** H. M. Thompson, Executive Vice President, 406-08 East Plume Street, Norfolk, Virginia.

Port of Hopewell, Hopewell, Virginia. The governing agency is the Virginia State Ports Authority, Maritime Tower, Norfolk 10, Virginia. The Port serves the local area only. It handled a total tonnage of 2,600,000 during 1960. The channel depth is 25 ft. Special facilities include privately owned piers of Allied Chemical & Dye Corp., City Point Oil Terminal, and Souther Materials sand and gravel wharf. Primarily barge traffic at this port. William J. Murray, Director of Commerce Development, handles industrial development activities. Unlimited acres of industrial sites available for sale or lease, with assistance in financing offered. A, B, C, D, E, F, G, H, I, J, K, L, M, N, O.

Port of Newport News, 227 28th Street, New Port News. J. Frank Alspaugh, Executive Director. Peninsula Port and Industrial Authority, governing agency. Port serves Virginia and midwest. It handled 13.6 million tons of cargo in 1959. The channel depth is 40 feet and covered storage and transit shed space is 2 million square feet. Other special facilities include one ore handling pier, two coal exporting piers and five drydocks. Freight interchange facilities — car-ferry and rail. Port has 750 acres of land for sale and building area totaling 46,000 square feet for sale, 20,000 square feet for lease. A, B, C, D, E, F, G, H, I, J, K, L, M, N, O: 1, 2, 4.

***Norfolk Port Authority,** Board of Trade Building, Norfolk, Virginia. M. M. Mora, General Manager. Jurisdiction of Norfolk Port Authority is within the corporate limits of the city of Norfolk. However, the Port of Norfolk serves the entire eastern, midwestern, and southern sections of the U.S. During 1959 the port handled approximately 18,200,000 tons of foreign cargo. The channel depth is 40 ft. and the approximate covered storage and transit shed space is 6,500,000 sq. ft. Norfolk has all types of facilities for handling cargo — general cargo and bulk terminals, cranes, grain elevators, etc., and several shipyards equipped with dry docks and marine railways and latest,

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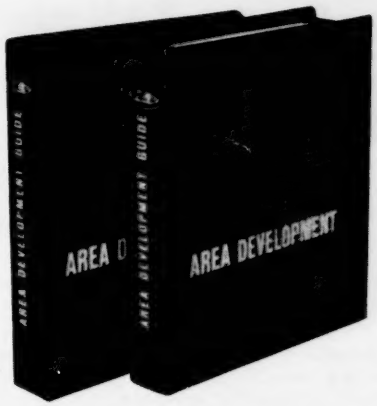

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***Portsmouth Industrial Commission,** P. O. Box 559, Portsmouth, Virginia.

Peninsula Port & Industrial Authority, P. O. Box 92, Newport News, Virginia. Frank Alspaugh, Executive Director. Governing agency is Virginia State Ports Authority, Maritime Tower, Norfolk 10, Virginia. Port serves area East of Missiouri-Mississippi River from Great Lakes to Tennessee and North Carolina except New England, New York, Pennsylvania, Maryland and Eastern Ohio. It handled a total tonnage of 16,000,000 during 1960. The channel depth is 40 ft., with covered storage and transit shed space of 2,499,586 sq. ft. Facilities include 1 major oil tank farm, special coal handling piers and facilities, ore unloading pier and facilities, and largest privately owned ship building and drydock company on earth. Served by Chesapeake & Ohio Railroad, car float, good highway connections. Maintains department devoted specifically to industrial development. 11,000 acres plus, industrial park sites and individual sites including deepwater available. 10,000 sq. ft. building available for sale or lease. A, B: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, C, D, F, G, H, I, J, K, L, M, N, O: 1, 2, 3, 4.

Port of Richmond, Richmond, Virginia. The governing agency is the Virginia State Ports Authority, Maritime Tower, Norfolk 10, Virginia. The Port serves Western Virginia and handled 3,000,000 tons during 1960. The channel depth is 25 ft. and the covered storage and transit shed space is 187,000 sq. ft. Richmond is a transportation gateway with 6 trunk line railroads, 50 motor freight carriers, and bulk water freight service. William J. Murray, Director of Commerce Development is in charge of industrial development activities. Unlimited industrial sites available for sale or lease. A, B, C, D, E, F, H, K, L, M, N: 2, 4.

Tidewater Virginia Development Council, 300 Boush Street, Norfolk, Virginia. Clarence H. Osthagen, Vice President and Executive Director. Governing agency is the Virginia State Ports Authority, 1600 Maritime Tower, Norfolk 10, Virginia. Council serves area East of Missouri-Mississippi River from Great Lakes to Tennessee & North Carolina except New England, New York, Pennsylvania, Maryland & Eastern Ohio. It handled a total tonnage of 34,000,000 during 1960. The channel depth is 40 ft., with covered storage and transit shed space of 6,806,312 sq. ft. Storage facilities include 2 grain elevators, imperial tobacco warehouse, oil tank farms, fertilizer plants. Other facilities include several privately owned shipbuilding and repair facilities, special coal handling piers and facilities. Freight interchange facilities include nine trunk line railroads, jointly owned Belt Line RR, barge lines, carfloats. Maintains department devoted specifically to industrial development activities. Unlimited industrial sites available for sale or lease. 200,000 sq. ft. building for sale or lease. A, B: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, C, D, F, G, H, I, J, K, L, M, N, O: 1, 2, 3, 4.

***Virginia State Ports Authority,** 254 Granby Street, Norfolk, Virginia. David H. Clark, Executive Director. The port serves all of the Atlantic Coast, inland to the Mississippi River and north into the Great Lakes area. During the first 6 months of 1959 the port handled 16,965,752 tons of cargo. The channel depth is 40 ft. and the covered storage and transit shed space is 10,000,000 sq. ft. Facilities include coal piers, grain elevators, ore handling facilities, extensive liquid storage areas, two major privately-owned shipbuilding and repair yards.

WASHINGTON

Port of Bellingham, P. O. Drawer 643, Bellingham, Washington. Clarence M. Beal, Manager. The governing agency is composed of port commissioners, chairman, attorney, 2 commissioners at large, port manager, engineer and auditor. Port serves area of Whatcom County, 2,071 sq. miles. Total tonnage handled by Port of Bellingham during 1960 was 35,000 tons whereby total tonnage for Bellingham Bay area was 1,184,722. The channel depth is 33 ft. and the covered storage and transit shed space is 57,600 sq. ft. Special storage facilities include 2,000 ton capacity grain elevator. Other special facilities include pile-driving, dredging, lifting with capacity up to 60 tons; Marine railway with shipbuilding and repair facilities; 2 overhead lifting cranes up to 40 tons. Freight interchange facilities include railroads and trucking lines. Industrial development department is headed by Thomas J. Glenn, Port Engineer. 200 acres of planned industrial sites available for lease and assistance in financing is offered. Proposed 320 acre industrial park in Port area being incorporated. Ground for sale or lease. A, B: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, C, D, E, F, G, H, I, J, K, L, M, N, O: 1, 2, 3, 4.

***Port of Camas-Washougal,** Fred Weakley, Executive Director. 311 N. E. Birch, Camas, Washington.

Port of Everett, Pier #1, Everett. T. P. McCutchan, Manager. Port of Everett Commission, governing agency. Port serves a radius of 40 square miles. It handled 51,660 tons of cargo in 1960. The channel depth is 36 feet and covered storage and transit shed space is 40,000 square feet. Freight interchange facilities — rail and truck. Port has 8 acres of land for lease.

Port of Kennewick, P. O. Box 113, Kennewick. John F. Neuman, Manager. Board of Commissioners, Kennewick Port District, governing agency. Port serves a radius of 483 square miles. It handled 70,000 tons of cargo in 1960. The channel depth is 14 feet. Other special facilities include 250 foot long steel pile bulkhead barge loading dock. Freight interchange facilities — rail and truck. Port has 436 acres of land for sale or lease. A, B, F, G, H, I, J, K, L, N, O: 2.

***Port of Longview,** Foot of Oregon Way, Longview, Washington.

Port of Olympia, P. O. Box 827, Olympia, Washington. D. F. Stewart, Acting Manager. Port is municipally owned. It

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Hampton Roads and Virginia's River Ports

HAMPTON ROADS PORTS: Newport News, Norfolk, Portsmouth and South Norfolk **RIVER PORTS:** • Alexandria • Hopewell • Richmond

serves an area 25-30 sq. miles. The port handled a total tonnage of 350,000 during 1960. The channel depth is 30 ft. The covered storage and transit shed space is 101,000 sq. ft. Special storage facilities include 250,000 cu. ft. cold storage; 4½ acres open storage. Freight interchange facilities include railways, coastwise and intercontinental; on Coast Highway 99.

Port of Pasco, P. O. Box 704, Pasco. Del C. Isaacson, Manager. Board of Port Commissioners, governing agency. Port serves most of Franklin County. The channel depth is 12 feet and covered storage and transit shed space is 1,600,000 square feet. Other special facilities include 450 foot of dock and 400 foot petroleum barge moorage. Freight interchange facilities — rail. Howard L. Jenkins, Industrial Agent, assigned to full-time industrial development duties. Port has 350 acres of land for lease and building area totaling 1,100,000 square feet for lease. A, B, C, F, G, H, J, K, L, O: 2.

Port of Port Angeles, Box 791, Port Angeles. J. P. Hogan, Manager. Port Commission of Port of Port Angeles, governing agency. Port serves Olympic Peninsula, Washington. It handled 70,000 tons of cargo in 1960. The channel depth is 30 feet and covered storage and transit shed space is 12,000 and 30,000 square feet. Port has 20 acres of land for lease. B: 2, 3, 4, 5, 6, 7, 8, 9, 10, C, F, G, J, K, L, N.

Port of Port Townsend, P. O. Box 553, Port Townsend, Washington. Arthur G. Ward, Manager-Engineer. Port of Port Townsend is governing agency. Port serves a 1,820 sq. mile area. Port's main operation is building and maintaining boat havens for commercial and recreational boats.

Port of Seattle, P. O. Box 1209, Seattle 11, Washington. H. M. Burke, General Manager. The governing agency is the Port of Seattle Commission which is a municipal agency. The Port serves Washington, Idaho, and Montana. It handled a total foreign inbound and outbound tonnage of 2,170,000 during 1960. Much larger domestic cargo volume not yet determined for 1960. The channel depth is 40 to 300 ft. and the covered storage and transit shed space is 600,000 sq. ft. Special storage facilities include space for 6 million bu. grain, 2½ million gal. liquid (non-petroleum), and 27 million lbs. frozen fish. Other special facilities include 2 large shipyards, bulk ore and coal loading dock, mechanized banana terminal. Freight interchange facilities include 2 seatrain terminals. J. Kenneth King, Director of Planning, is in charge of development activities. A, B: 1, 2, 3, 4, 5, 6, 7, 8, 9, C, I, K, L, M, N: 1, 3.

Port of Tacoma, Box 1612, Tacoma 1. M. E. Anderson, Manager Industrial Development. Tacoma Port Authority, governing agency. Port serves Pierce County. It handled 835,000 tons of cargo in 1960. The channel depth is 40 feet and covered storage and transit shed space is 2,000,000 square feet and 500,000 square feet. Other special facilities include 24 berths. Freight interchange facilities — rail. Port has 1,500 acres of land for sale and 184 acres for lease, and building area totaling 300,000 square feet for lease. A, B, D, F, G, H, I, K, L, O: 1.

***Port of Vancouver,** P. O. Box 570, Vancouver, Washington.

Walla Walla Port District, Chamber of Commerce Building, Walla Walla, Washington. W. D. Ray, President. Walla Walla County is the governing agency. Port serves a county-wide area of 824,320 acres. 1960 tonnage Columbia River: 3,762,624. The channel depth is 15 ft. Special storage facilities include grain, steel, and chemical storage. Other special facilities include piling dock 500 ft. long and berth on 2 sides. Maintains full-time industrial development department. Has 250 acres of industrial sites available for sale and 500 acres available for lease with assistance in financing offered. A, B, C, D, F, G, H, I, J, K, L, N, O: 1, 2, 4.

WISCONSIN

Port of Green Bay, Brown County Courthouse, Green Bay, John F. Sainsbury, Brown County Port Director. Brown County Board of Harbor Commissioners, governing agency. Port serves west shore Lake Michigan to Continental Divide. It handled 3,600,000 tons of cargo in 1960. The channel depth is 22 feet and covered storage and transit shed space is 460,000 square feet. Freight interchange facilities — rail, truck, airport. John H. Borgenson, Secretary, Manager, Green Bay Area Chamber of Commerce, assigned to full-time industrial development activities. Port has 600 acres of land for sale or lease and building area totaling 100,000 square feet for sale or lease. A, G, C, D, F, L.

***Green Bay Association of Commerce,** Chairman, Committee on Industrial Development, Green Bay, Wisconsin.

***City Harbor Commission,** John Serpe, Secretary, City Hall, Room 1, Kenosha, Wisconsin.

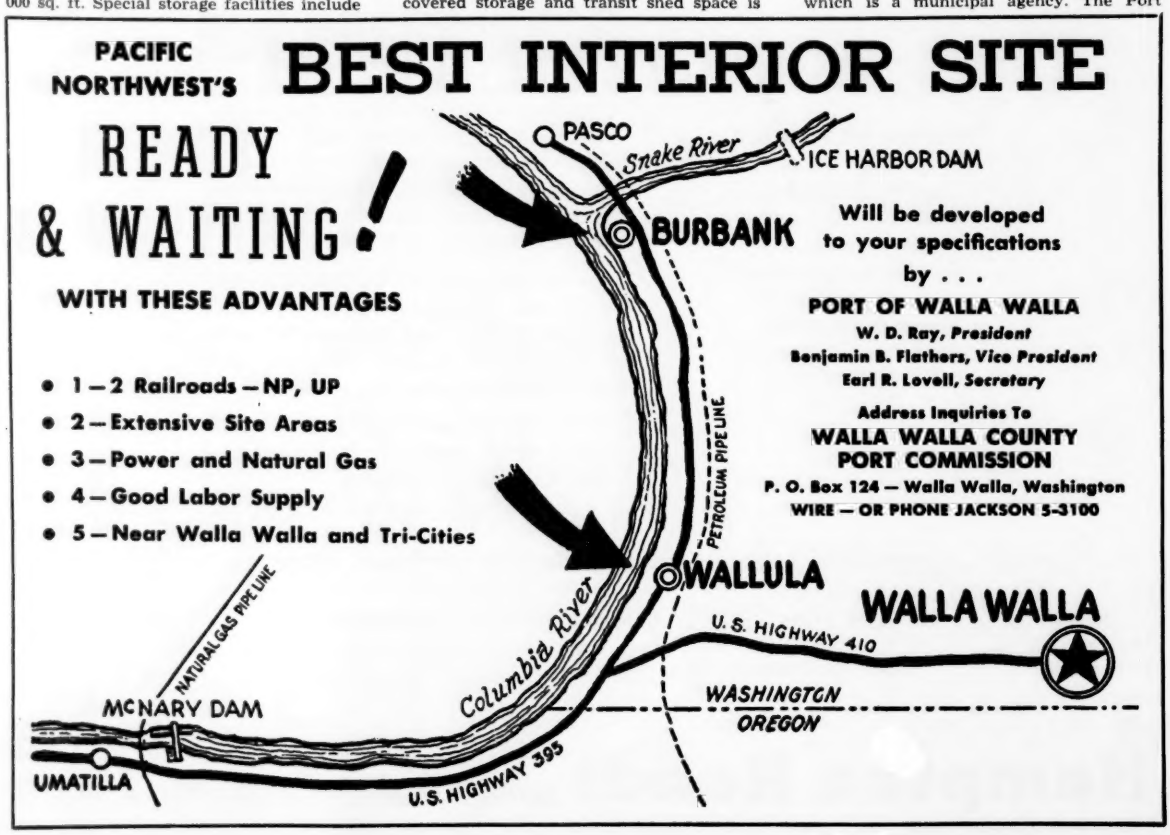
***Division of Industrial and Port Development,** Governor's Office, Madison 2, Wisconsin.

Port of Milwaukee, Room 710, City Hall, Milwaukee 2. H. C. Brockel, Municipal Port Director. Board of Harbor Commissioners, City of Milwaukee, governing agency. Port serves Lake Michigan to Rocky Mountains. It handled 8.8 million tons of cargo in 1960. The channel depth is 21 feet and covered storage and transit shed space is 200,000 square feet with 150,000 square feet under construction. Freight interchange facilities, water, rail and truck. Port has 50 acres of land for lease. A, B: 7, F, G, H, K, O.

Racine Port, City Hall, Racine, Wisconsin. Fred M. Young, Chairman-Harbor Commission. City of Racine City Hall, Racine, Wisconsin, is governing agency. Port handled a total tonnage of 256,485 during 1960. The channel depth is 21 ft. Special storage facilities include coal — oil, privately owned. Freight interchange facilities include Milwaukee Road. Darrell E. Wright, Executive V. P. is in charge of industrial development activities. 400 acres of industrial sites available for sale and 175 acres for lease. 178,000 sq. ft. building for sale and 131,000 sq. ft. building for lease. A, B: 2, 4, 5, 6, 7, 9, 10, F, G, H, I, K, L, M, O: 2, 4.

***Sheboygan Harbor Commission,** Sheboygan, Wisconsin.

Port of Superior, 1323 Broadway, Superior, Wisconsin. Lawrence E. Sinclear, Port Director. The governing agency is the Superior Board of Harbor Commissioners which is a municipal agency. The Port



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serves several bordering states including Canada. It handled an approximate total tonnage of 42,633,600 during 1960. The channel depth is 25 ft. and the covered storage and transit shed space is 390,900 sq. ft., which includes 3 railroad transit sheds. Special storage facilities include 5 grain elevators with 47 million bu. capacity; 4 tank farms with 5 million bbls. storage capacity; oil refinery with capacity 15,000 bbls. per day. Other special facilities include 4 coal docks, 1 lime and cement dock, all having special loading and unloading devices; shipyard with all facilities for repairing vessels, including 2 dry docks. This yard has 12 movable heavy lift cranes, one with a capacity of 125 tons. Freight interchange facilities provided by Great Northern Railway Co. Maintains department devoted specifically to industrial development activities. Approximately 687 water front industrial sites for sale and numerous sites for lease. Various industrial buildings available for sale or lease. K. L. M. O: 1.

***City of Two Rivers,** City Hall, Two Rivers, Wisconsin. Robert L. Broucek, City Manager. The port serves Northeast Wisconsin and handled a total of 187,017 tons during 1959. The channel depth is 18 ft. Crane and railroad siding available, 800 ft. city bulkhead dockage and 1550 ft. private bulkhead dockage, and dry dock and ship repairs made at Manitowoc, Wisconsin. There are 100 acres of industrial sites for sale or lease and a 14,330 sq. ft. industrial building for sale or lease. Assistance in financing is offered.

CANADA

***Port Alberni Harbour Commissioners.** Mr. Denis P. O'Brien, 119 Second Avenue, South, Port Alberni, British Columbia, Canada.

Port and Industrial Bureau, 24 Sydney Street, Saint John, New Brunswick. H. Herlof Smith, Commissioner. The port serves the County of Saint John and handled 2,500,000 total tonnage during 1959. The channel depth is 30 ft. (low tide) and the covered storage and transit shed space is 975,000 sq. ft. Drydock will accommodate largest vessel afloat. The port has largest per capita construction program in all of Canada.

***Halifax Port Commission.** W. B. Spencer, Secretary, Board of Trade Building, Halifax, Nova Scotia, Canada.

***Hamilton Harbour Commissioners,** 605 James Street, North, Hamilton, Ontario. Clifford W. Morgan, General Manager. The port serves Southern Ontario and handled approximately 7,800,000 tons of cargo during 1959. The channel depth is 27 ft. and the covered storage and transit shed space is 300,000 sq. ft. Facilities include mobile cranes to 80 tons capacity, lift trucks for terminal mourment, bridge cranes for coal/ore handling. The port has approximately 200 acres of sites for lease.

***Toronto Harbour Commissioners.** 60 Harbour Street, Toronto, Ontario. E. B. Griffith, Q.C., General Manager. The port serves Southern Ontario and handled approximately 4,750,000 tons of cargo during 1959. The channel depth is 27 ft. and the covered storage and transit shed space is 400,000 sq. ft. Facilities include gantry cranes for bulk cargo, heavy lift derrick 50 ton capacity, and cargo lifted and handled with lift truck. Dock and waterfront proprties for sale and lease in Harbour area.

National Harbours Board of Canada. W. C. Perron, West Block, Room 204, Ottawa, Ontario, Canada.

Refer to the **National Harbours Board of Canada** for the following harbors:

***Chicoutimi Harbor** is situated on the Saguenay River. The Saguenay flows into the St. Lawrence River at a point 120 mils below Quebec. The Board's facilities include 2,750 linear ft. of wharf, providing 5 berths for ships of 26-foot draft and 1 berth for coastal vessels, a concrete transit shed, a frame shed, and about 8,500 ft. of standard gauge railway tracks connecting with the Canadian National Railways.

***Churchill Harbor** is situated at the entrance of the Churchill River on the west side of Hudson Bay. It is open to ocean navigation from about the 26th of July to the middle of October. Included in facilities operated by the Board are 2,055 linear ft. of wharf providing 4 deep-sea berths, a steel transit shed 476 ft. long by 173 ft. wide, a grain elevator equipped with galleries and spouts allowing the loading of 3 ships at a time. Also there are railway tracks along the wharf, a locomotive crane of 15 ton capacity, a floating crane of 10 ton capacity, and a marine slipway.

***Port Colborne** located at the southern end of Lake Erie entrance of the Welland Ship Canal. The facilities operated by the Board include 2,400 linear ft. of wharf and a grain elevator with a storage capacity of 3,000,000 bushels with 4 marine legs having an unloading capacity of 18,000 bushels per hr. ea.

***The Harbor of Halifax,** situated on Atlantic Coast of Nova Scotia. The channel depth is a minimum of 50 ft. at low tide. Is open to navigation year rond and is served by Canadian National and Canadian Pacific Railways. The Board operates wharves and piers having 19,000 linear ft. of berthing which provide 32 deep water berths. There are 20 transit sheds with an aggregate floor area of 1,290,000 sq. ft. The Board also operates a 4,152,500 bushel train elevator; a marine tower; a cold storage terminal warehouse completely fitted with sharp-freezing, storing, and packing equipment, and ample rail connections.

Harbor of Montreal is situated on the St. Lawrence River approximately 1,000 miles inland from the Atlantic coast. Harbor is usually open to navigation from early April to middle of December. The minimum channel depth is 35 ft. The harbor is served by both Canadian railways. The Board operates main piers, wharves and jetties, 34 transit sheds, 4 grain elevators, and a cold storage warehouse. A 75-ton capacity floating crane and 6 locomotive cranes are available.

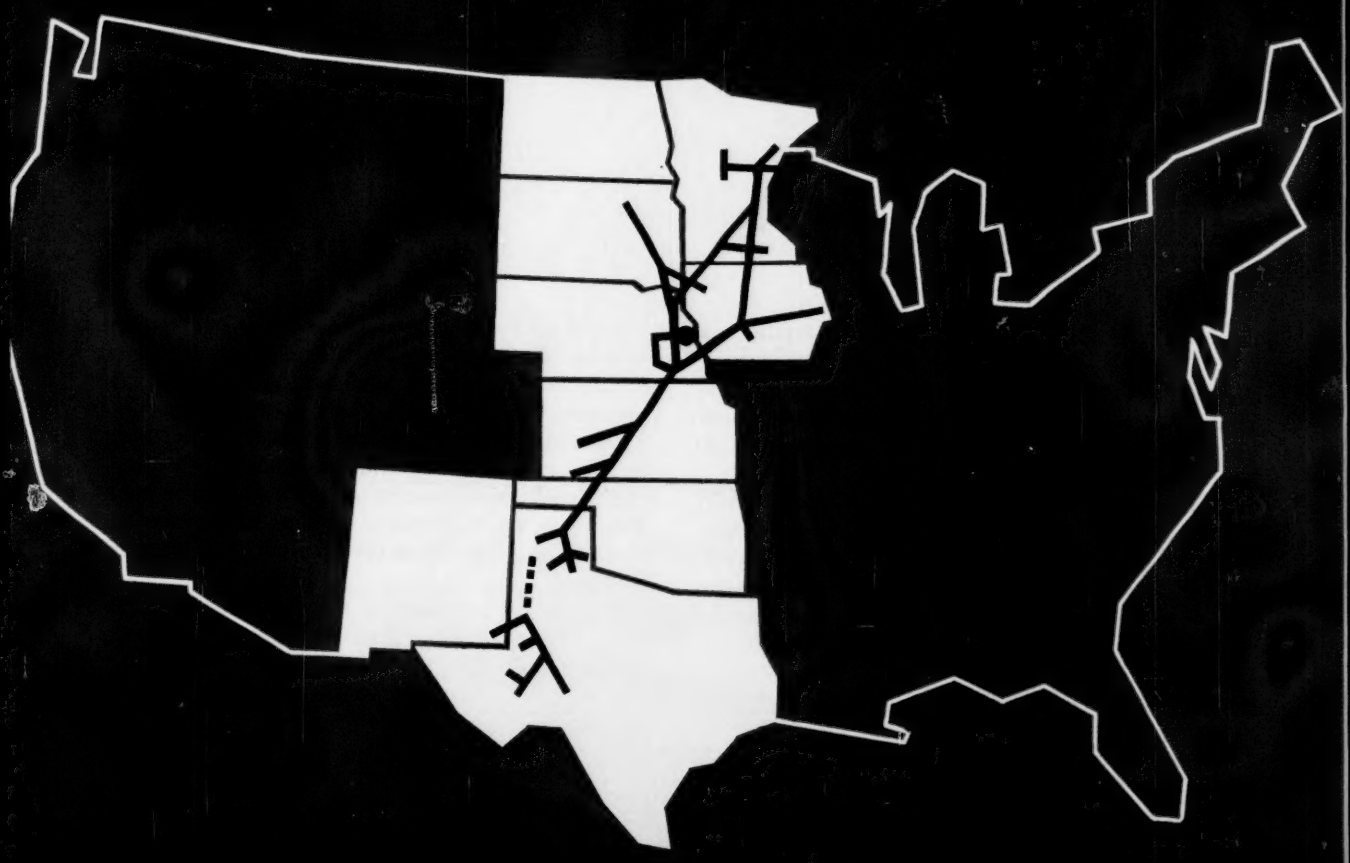
***Harbor of Quebec** is situated on the St. Lawrence River about 160 miles below Montreal. Is open to ocean navigation 8 months a year and coastal navigation year round. Included in the Harbor's facilities are 200 linear ft. of berthing, 9 transit sheds, 23 miles of standard gauge terminal railway, grain elevator with 5,950,000 bushel capacity, 2 marine towers for unloading boats in operation and 2 under construction. Also available is a modern cold storage warehouse, a fish-house, a floating crane, and 3 locomotive cranes.

***Harbor of Saint John** is situated at mouth of the Saint John River on the north shore of Bay of Fundy. Harbor is open to navigation year round and is served by Canadian Pacific and Canadian National Railways. Is accessible from the sea by a main channel 600 ft. wide with a minimum depth of 30 ft. The Board's facilities include 14,500 linear ft. of berthing, 16 transit sheds with an aggregate floor space of 991,000 sq. ft. all with rail connections. Grain elevator has a storage capacity of 1,576,800 bushels. 2 locomotive cranes and 1 65-ton floating crane are available.

***Three Rivers Harbor** is situated at the confluence of the St. Lawrence and St. Maurice Rivers, about 81 miles below Montreal. Is open to navigation 8 months each year beginning in April. The Board's facilities include 8,600 linear ft. of wharves which provide 18 deepsea berths with a minimum water depth of 30 ft. and 2 berths for coastal or small vessels. There are 10 transit sheds with a total floor area of 290,000 sq. ft.

***Harbor of Vancouver** is situated in Burrard Inlet on the west coast of British Columbia. Has direct access to Pacific Ocean through the Straits of Georgia and Juan de Fuca and is served by the Canadian National, Canadian Pacific, Pacific Great Eastern, and Great Northern Railways. Is open year round and has minimum channel depth of 39 ft. Board's facilities include piers, wharves and jetties with about 9,500 linear ft. of berthing, 6 transit sheds, 4 grain elevators, storage tanks with a capacity of over 870,000 imperial gallons for the handling of fish and vegetable oils, open wharves, booming grounds and scow pools for the storage and shipment of timber. Special wharves are provided for the fishing industry. A 40-ton fixed derrick is installed on Lapointe Pier. Facilities also include a grain elevator with a storage capacity of 5,500,000 bushels.

NORTHERN NATURAL GAS



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By Frank H. Stedman

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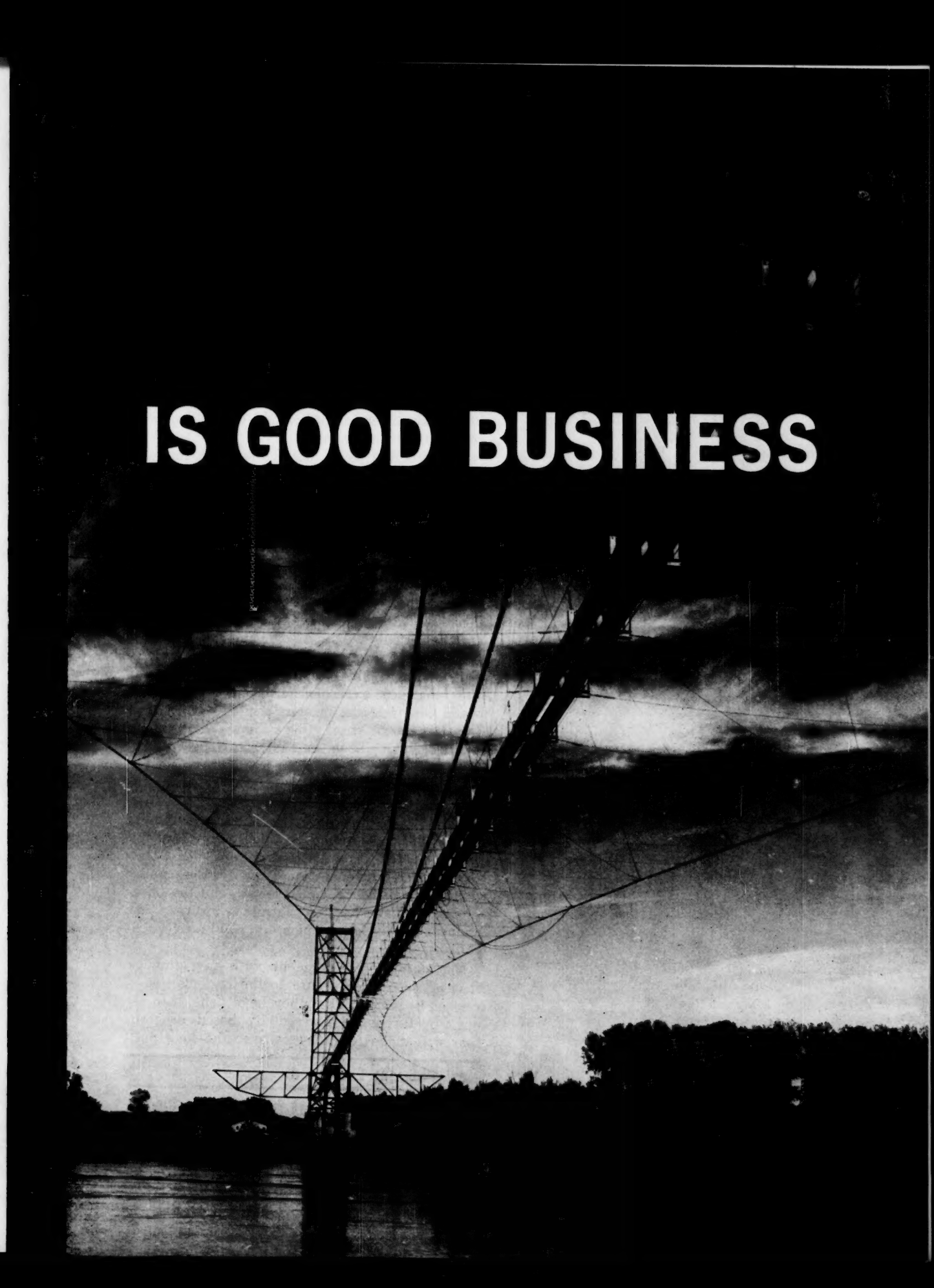
Northern's officials in Omaha are not content to limit their concern to the physical problems involved in expanding and maintaining this vast network. As they see it, their greatest opportunity lies in expanding the market potential of their distributing divisions and the distributing companies and publicly operated utilities they supply. This alone will justify and support further expansion of the supply and transmission end of their business.

The top management of Northern became seriously interested in an area development program in the middle 'Fifties when it became apparent that peacetime growth of their service area, while always healthy, tended to lag somewhat behind


IS GOOD BUSINESS

Northern's headquarters rises a little west of the center of the business section of Omaha, in the direction of growth. The front part of the building was put up in 1951 and the 15-story addition was completed in 1959. Part of the top floor is a dining room with a sweeping view of the whole metropolitan area.

the national average. One of the first steps was to commission a study of the economy of the Northern Plains by Midwest Research Institute in Kansas City.

The study bore out the thinking of Northern's management that a major problem of the area was to provide sufficient employment within the region to take care of annual increments to the labor force. One of its recommendations was the entry of the company into the area development field.

A number of utility companies had for years been active in the area development field, but Northern was the first of the large gas transmission companies to become heavily involved in a program of this nature. It was peculiarly well suited for such a program, however, because of the relatively compact shape and close economic interdependence of the area it supplied and the absence of any other single private or public development group covering the same ground.

Existing development groups consisted mainly of state agencies limited each to its own state, railroad groups serving strips or sections of the area, and power companies and banks also serving relatively limited areas.

The program as it has evolved has followed these main approaches — economic research and the stimulation of community and regional planning, promotion, and organized development activity.

One of the company's main obstacles has been the lack of motivation in much of the region, merely because it has been so prosperous in the past and because very little of it shows any evidence of being depressed. Increasing mechanization in agriculture, as in some lines of manufacturing, has brought about mounting productivity with reduced labor requirements. At the same time, the great expansion of paved and improved roads has made the farmers less dependent than formerly on the rural villages, now that they can do their trading at the county seats.

There is thus a reservoir of high-grade labor available to manufacturers in the region and to service industries in the rapidly growing cities.

All states of the area are clustered near the top of the national ratings in the ratio of acceptances, as compared with rejections, for Selective Service. The educational level of the population is above the national average, and the background of mechanized farming insures that trainees are quick to pick up new mechanical skills.

Northern has not come up with any gimmick that promises a sure cure to the region's ills — real or imagined. What they have done is to set up a well-rounded and solidly based program that will make for progress over the long pull.

New Program Launched

By 1958 the groundwork had been laid for implementation of management's decision to embark on a broad economic development program and Dr. Randall T. Klemme, who was at that time

Director of the Oklahoma Department of Commerce and Industry, came with Northern to set up the new program. A native of Iowa and a graduate of Grinnell and Iowa State, where he took his Ph.D. in agricultural economics, he came with a varied background including university teaching, private consulting and overseas service as an adviser to the government of Pakistan.

Dr. Klemme, whose title is Vice President in charge of Marketing, now heads up a staff of professional men whose combined backgrounds and experience add up to an impressive assemblage of talent. Perry F. Roys, who formerly directed Montana's state planning and development agency, was recruited to head up the Area Development function. Economists, specialists in industrial, chemical, and civil engineering, city planners and administrators, community organization specialists, and market research men are all represented; elsewhere in the company are tax experts, petrochemicals men and specialists in transportation and other fields.

Flexibility, teamwork, and discriminating analysis are the keynotes to the present operational methods, which are not unlike those of Operations Research teams used by some large corporations. In fact, the organization is similar to that of a management consultant company, and often carries out similar assignments. Project leaders are assigned responsibility for carrying out specific projects, making use of the special talents of the entire organization.

Each project situation is treated individually and reports are tailored to meet the prospect's specific needs. There is minimum reliance on standardized promotional materials.

A strong research base is laid down for each undertaking, either from facts already available or from new data sought out by survey teams. This may take the form of analysis of the potential market for a product, community opinion surveys on the need for an auditorium or the availability of specialized types of machine tools in the area.

Northern is aggressive in initiating its own research on a problem, in advance of any outside request. It also seeks out the solutions to problems brought to its attention by industry — either already in the area or considering coming in — and by communities.

An example of the first type is the series of studies being devoted to the development of a petrochemicals industry in the Northern Plains, based at least in part on LP gases. Northern is

Not only small communities but such large ones as Northern's home base, Omaha-Council Bluffs, find Northern an eager participant in community development. Dr. Randall T. Klemme is shown outlining to local government and civic leaders the objectives of an economic study of the area that Northern has contracted for with Industrial Planning Associates. Stuart Parry Walsh and Perry Roys sit at his right.

Northern's area development personnel have first-hand knowledge of the base for development already in the Northern Plains. Perry Roys is shown (center) in the course of a tour by Northern's staff men of the industrial site in the Pine Bend area, on the Mississippi below St. Paul.

Strong emphasis on corporate citizenship permeates Northern's management. Its Chairman of the Board, John F. Merriam, is a trustee of Omaha's Joslyn Art Museum, which is across the street from the company headquarters. It is one of the leading museums of the area, both for its distinguished permanent collection and its frequent special exhibits.

Northern's newly formed and rapidly growing library is already one of the outstanding technical libraries in the Northern Plains, especially in the field of chemistry and engineering.

constructing a plant at Bushton, Kansas to extract liquids from natural gas, including butane, ethane and propane, and is interested in potential markets for these products, both as fuels and as raw materials.

There is a growing Northern Plains market for plastics and other chemicals that can be derived from butane and propane. Already there is a small chemical complex emerging at Pine Bend on the Mississippi below St. Paul.

Another research undertaking was an investigation of the potential market in the Northern Plains for a steel plant using available scrap to make reinforcing rods.

The company is also interested in the potentialities of natural gas as fuel for the direct reduction of iron ore, by-passing the blast furnace stage. If coking coal can be dispensed with as a major raw material in the steel making process, the locational advantages of the iron-rich Northern Plains would be vastly improved.

Studies are also underway on trends in the meat packing industry — one of the area's largest — with special interest in new uses for by-products and in the possibilities for decentralized plants.

Market studies point out the increasing opportunities of the area as metropolitan centers grow, important secondary regional centers emerge, and county seat towns draw in trade that formerly went to rural villages.

Another study being carried out deals with the lightweight aggregate possibilities of certain clay and shale deposits. Primary uses of such aggregate are for building blocks and an increasing variety of pre-stressed concrete products. Another use considered to have some potential is for floating docks on lakes where permanent docks suffer extensive ice damage.

A more advanced and comprehensive project now underway is a mathematical matrix of input and output in the Northern Plains. Associated with this project are special industry studies including rubber, rubber products and various types of containers. More of these types of studies are contemplated as the matrix takes form.

The answers to a great many industrial questions, especially in chemicals and engineering, can be found right in Northern's remarkable library, which is still taking shape and is already one of the finest technical libraries in the region.

Contacts with industries outside the area and with those already established in the area are generally handled by the Industrial Development

A major means of keeping track of production machinery installed within the Northern Plains, and hence of capabilities of the many manufacturers in the area to meet specialized needs, is Northern's Industrial Facilities Register. Between 85 and 90 per cent of the metal-working, heat-treating and certain other types of machines in the area are recorded in the register and can be spotted within minutes.

personnel. In a sense they operate as a central development group for all of the customer utilities, only a few of which have full-time development personnel of their own. Actual contacts in the field may be with local utility representatives, who call on Northern for backstopping, but Northern's own people get around a good deal and have a tremendous fund of information and experience covering the whole Northern Plains.

The company has a very sophisticated sense of what constitutes a prospect for the area and minimizes its contacts with firms that would find no opportunity in the Northern Plains. Close contact with the Research Department and a careful winnowing of area economic data make it possible for them to concentrate on the segments of industry most likely to find the area attractive.

Northern is now in contact with over 100 firms which are at some stage or other of investigating possible new locations or expansions in the service area. Some of these firms are not necessarily large gas users, but the company and the distributing utilities stand to benefit if they bring in new people, who in turn will be new gas customers.

Existing Industry Program

A great deal is done to beef up the competitive position of companies already in the area, or of new firms started up by local people. One means of doing this is to spread around word on opportunities to bid on large contracts, defense and otherwise. Annual conferences of small business, large prime contractors and governmental officials are held in various parts of the area to keep local people abreast of current demands for procurement items.

In the technical and consulting service Northern offers to existing industry, there are many examples of help to individual firms in solving production problems. A Sioux Falls manufacturer

Industrial procurement conferences to put area businessmen in touch with business opportunities are a part of Northern's service. Northern's staffers Lou Strom, Buck O'Hanlon and Rod White, on the left side of the table, help to orient some of the representatives of 185 firms in six states who attended a recent conference to find out about government purchasing contracts and to get in touch with prime contractors.

NORTHERN'S FAMILY OF DISTRIBUTORS

In addition to its own Peoples Natural Gas Division, which serves 129 communities, and its Council Bluffs Gas Division, Northern reaches 381 other communities by the privately owned utility companies and the municipal or other public systems shown below, with the number of communities indicated.

American Gas Company	1
Austin, Minnesota — Board of Water, Electric, Gas & Power Commissioners	1
Cedar Falls, Iowa — Municipal Utilities — Board of Trustees	1
Central Electric and Gas Company	45
Central Natural Gas Company	6
Circle Pines, Minnesota — Village of	1
Coon Rapids, Iowa — Town of	1
Duluth, Minnesota — City of	1
Elkhorn Valley Gas Company	2
Guthrie Center, Iowa — City of	1
Harlan, Iowa — City of	1
Hawarden, City of	1
Hutchinson Utilities Commission (Minn.)	1
Interstate Power Company	8
Iowa Electric Light & Power Company	39
Iowa-Illinois Gas & Electric Company	3
Iowa Power and Light Company	30
Iowa Public Service Company	53
Iowa Southern Utilities Company	1
Iron Ranges Natural Gas Company	8
Kansas Power & Light Company	14
Minneapolis Gas Company	30
Minnesota Natural Gas Company	4
Minnesota Valley Natural Gas Company	28
Nebraska Natural Gas Company	1
New Ulm, Minnesota — Public Utilities Commission	1
North Central Public Service Company	14
Northern Illinois Gas Company (supplied partly by NNG)	
Northern States Power Company	49
Northern States Power Company of Wisconsin	6
Northwest Gas & Power Company	2
Northwestern Public Service Company	16
Omaha, Nebraska — MUD	2
Owatonna, Minnesota — Municipal Public Utilities	1
Pender, Nebraska — Village of	1
Ponca, Nebraska — City of	1
Remsen, Iowa — Town of	1
Sanborn, Iowa — Town of	1
Sioux Center, Iowa — Town of	1
Superior (Wisc.) Water, Light & Power Company	1
Watertown, South Dakota — Municipal Utilities	1
Willmar Gas Company, Inc.	1

of ornamental gas light fixtures, for instance, was able to improve his designs and cut costs at the same time on the basis of recommendations of an engineer of the Area Development Department.

The Facilities Register is a most impressive innovation in the industrial development field. The natural gas distribution companies of the area, in cooperation with Northern, have canvassed their industrial customers and have rounded up detailed answers to questionnaires covering many types of production machinery installed in area factories and the productive capabilities of the plants. Northern has been able to compile a machine records listing that now includes 85 to 90 per cent of the machine tools in the area, with special emphasis on such facilities as those for working metals, plastics or wood, and heat-treating machinery.

The uses to which the Facilities Register can be put are constantly growing. The most obvious is to handle spot requests from industries in the area for someone able to make a special part needed in an emergency. Sometimes the emergency supplier adds the item to its stock in trade and becomes the regular supplier.

The Small Business Administration, Defense Department and other Federal agencies have shown strong interest in the Facilities Register as an aid to government procurement and industrial mobilization planning.

Many of the companies listed in the register are small and in the past have not ordinarily bid on large contracts or supply orders. Referrals from the register are especially significant to them as a form of free advertising. Last year nearly 500 firms in the area were referred to prime contractors seeking production facilities.

Northern's service to new and expanding industries is not limited to information and consulting, as is evidenced by its policy of working with customer utilities in providing service to promising industrial sites. Examples of planned industrial parks are to be found in Sioux City, Dubuque, St. Paul, Sioux Falls, Omaha and Valley Industrial Park southwest of Minneapolis, among others.

Community Development

An integral part of Northern's aid to industries considering the area is its aid to communities and sub-regions through the Community Development phase of its activities.

Community Development personnel are qualified to deal with questions of city planning, community organization, and municipal affairs, especially with regard to their effect on economic growth.

Basic information on each of the communities served is being compiled on standard forms. Department personnel have completed over 50 of these surveys and representatives of the local gas utilities are working on 175 additional ones. This serves two purposes — the information itself is needed and the process of compiling it gives the utility people the feel of a community that would be hard to get in any other way.

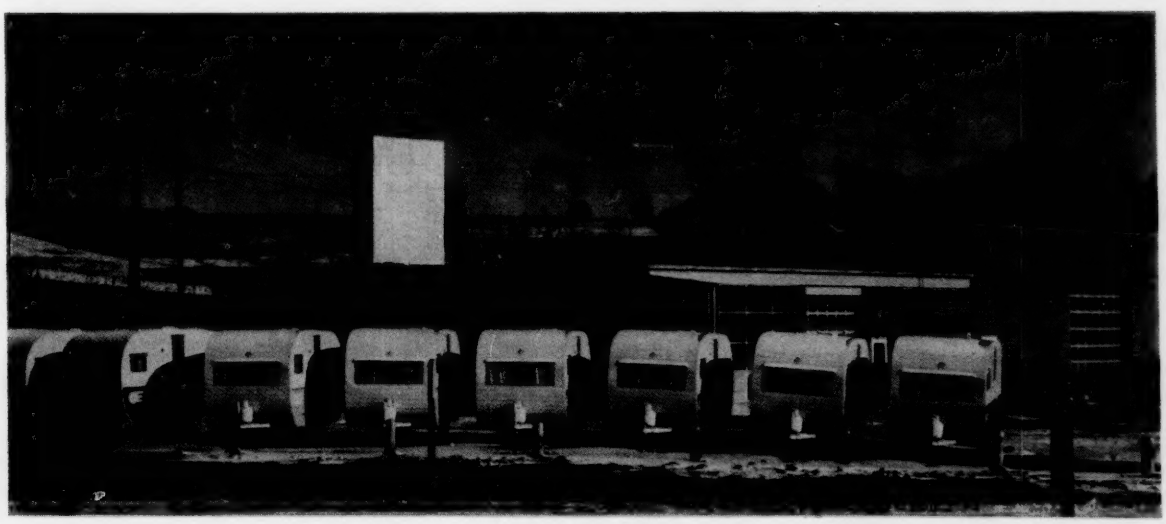
A great many requests for help to a community come in a vague form that indicates a lot of enthusiasm for community improvement but no clear-cut view of the problems to be faced and no organization, such as an active chamber of commerce, capable of carrying out a sustained program.

In such cases, the aid given may be help in setting up a broadly based community development council, where divergent views can be expressed and resolved and where a single constructive program can be adopted and carried out.

Help in making house-to-house opinion surveys is often provided. Such surveys do a lot to clarify community attitudes and often point to a widely felt need that can be met from existing resources.

Northern is fully aware, as are most manufacturers, of the great importance of attitudes toward industry in the community and that the

The Forest City (Iowa) Community Development Council meets informally and gets things done. Second from the right is A. J. Krenger, local manager of Peoples Natural Gas.



Six new industries, including this mobile homes plant, have located recently in Forest City, Iowa, partly as a result of the aggressive program of Forest City Development, Inc. Community improvements sponsored by the organization include an airstrip, a new high school and an endowment for Waldorf Junior College. Northern's Peoples Natural Gas Division has assisted in the formation of a community development council to coordinate improvements.

Citizens of Wymore, Nebraska, near Beatrice, are shown exploring the possibilities of forming a community development council with Buck O'Hanlon of Northern's staff. At his left is the local manager of Peoples Natural Gas.

direction in which the community is headed is just as important as where it is now. Because of this, they are apt to suggest that what a community needs first is a new hospital rather than an industrial park and that a favorable vote on a school bond question will make a better impression on a prospective industry than the visit of a large delegation of local business men.

They have prepared a number of simple, readable pamphlets in large quantities that put down the essentials of community development in a form suitable for groups just getting underway. They have also undertaken a number of critical community analyses, some of them comprehensive and others dealing with some phase of civic activity.

Cities and towns that have already made use of some forms of help or guidance from Northern form a steadily growing list — some of these places are Atlantic, Estherville, Forest City, Manchester, Maquoketa, Spirit Lake, Storm Lake, and Webster City, Iowa; Anoka, Jackson and St. Peter, Minnesota; Dodge City, Garden City and Hugoton, Kansas; Auburn, Fairbury, Schuyler, Wymore and Wayne, Nebraska; Aberdeen, Madison and Vermillion, South Dakota; and Superior, Wisconsin.

For communities ready to face up to the details of selecting and developing industrial sites, Northern's engineering and planning experts are available for consultation. Northern's advice on industrial zoning is especially valuable to smaller but growing cities where there has been little need for zoning until recently and where experience is limited.

The Spread of the System

The company behind this bold new program is one of the largest in the natural gas industry, with a production subsidiary as well as its transmission and distributing divisions. The wholly owned Northern Natural Gas Producing Company furnishes a goodly share of the gas transmitted, but the bulk of it comes from independent producers with whom Northern has contracts.

The gas reserves presently owned or under contract to the company now total 12.7 trillion cubic feet, more than five times the 1943 holdings of 2.5 trillion cubic feet. They are found in a solid block of 12 states extending from Utah to Arkansas and from Texas to North Dakota and in the outlying states of Alabama, Ohio, and Alaska as well as in the province of Alberta.

The daily capacity of the transmission system has mounted from 45 million cubic feet in 1930 to 1.5 billion cubic feet in 1960, with further increases in capacity pending before the Federal Power Commission.

The main sources of gas are currently in three

areas — the Hugoton field in southwestern Kansas, which was the original source for the company, and the Texas Panhandle and the Permian Basin of Texas and New Mexico. The last area is connected with the main system by arrangement with El Paso Natural Gas.

The main trunk of the system runs from the Panhandle to southeastern Nebraska, where it forks. Two other major forks are near Des Moines and Sioux City, and the farthest limits are near Aberdeen, South Dakota, Duluth, Minnesota and Dubuque, Iowa. Pipe diameters run as high as 30 inches.

In the early period of growth of the company, the major emphasis was on expansion of the system to reach areas lacking service. Although there are still possibilities of expansion into unserved areas, the growth possibilities now lie chiefly in fostering the development of areas already served.

The interests of Northern naturally vary from one part of the country to another, depending on whether the area supplies gas, or is crossed by a transmission line or is a distributing area. Kansas, for example, is both a supply area and a market, while Texas is a supply area.

The main market is in the states from Nebraska northward and eastward. Nearly 500 communities in Nebraska, South Dakota, Iowa, Minnesota and Wisconsin are supplied either directly through Northern's distributing divisions, Peoples Natural Gas and Council Bluffs, or by 43 privately owned distributing companies and publicly operated systems.

Within four of these states — Iowa, Minnesota, Nebraska and South Dakota — Northern supplies gas to most of the leading cities and is easily the largest supplier. It also serves 30 communities in Kansas, including Dodge City and Garden City, and 3 in Wisconsin, including Superior.

Much of the company's area research centers on the geographical area of the Northern Plains — Iowa, Minnesota, Nebraska, South Dakota and also North Dakota, which is not served by Northern but which is closely tied to the other states in most other respects.

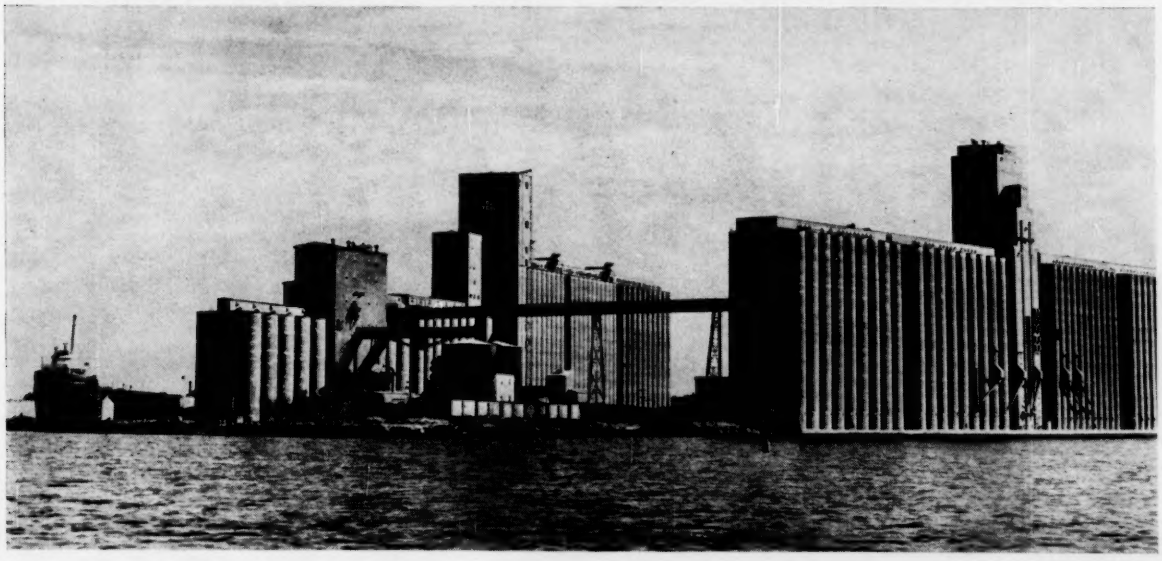
Home Ground — The Northern Plains

The Northern Plains is a major part of one of the world's great grasslands that were opened up for cultivation in the course of the 19th century. These areas provided the food necessary for rapidly growing urban populations and hence made possible the world-wide spread of the Industrial Revolution.

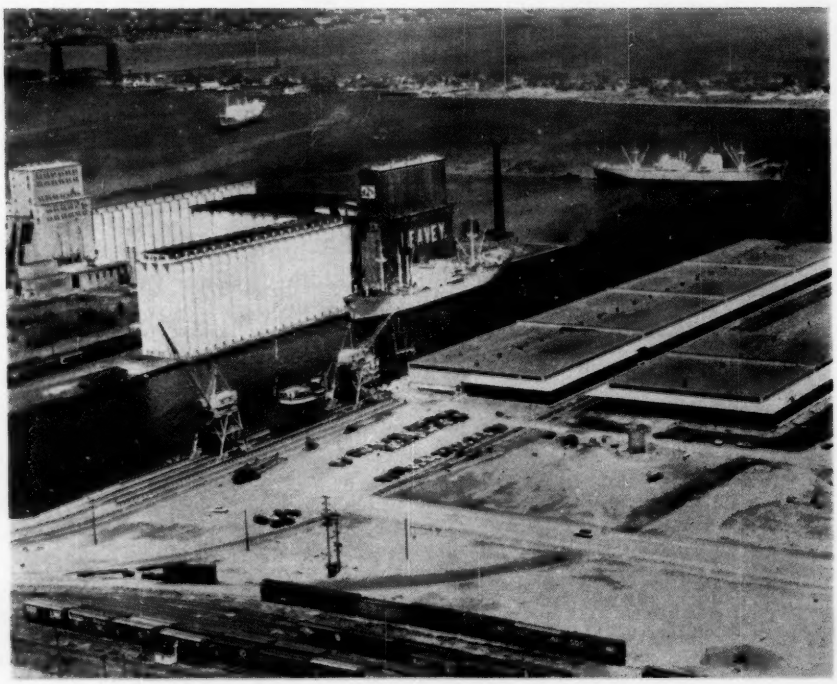
Over vast areas the terrain is remarkably level and the soils developed under the tall grass of the prairies and the short grass of the plains are among the most fertile to be found anywhere in the world. The area, in other words, is ideal for large-scale mechanized farming.

Heavy plows to break up the thick sod, railroads to reach a market, Colt revolvers to drive out the Sioux, barbed wire to fence the fields,

Duluth and Superior are well-known grain exporting centers, now able to ship large quantities directly overseas by virtue of the St. Lawrence Seaway. The Farmers Union Grain Terminal in Superior is reported to be the world's largest grain elevator.



CITIES AND NEW PLANTS



The harbor of Duluth-Superior is naturally enclosed by the sand bar known as Minnesota Point. Iron ore is overwhelmingly the greatest commodity handled in terms of tonnage, followed by grain, coal, and general cargo. The port usually outranks not only the other fresh-water ports but every salt-water port but New York in terms of tonnage handled.

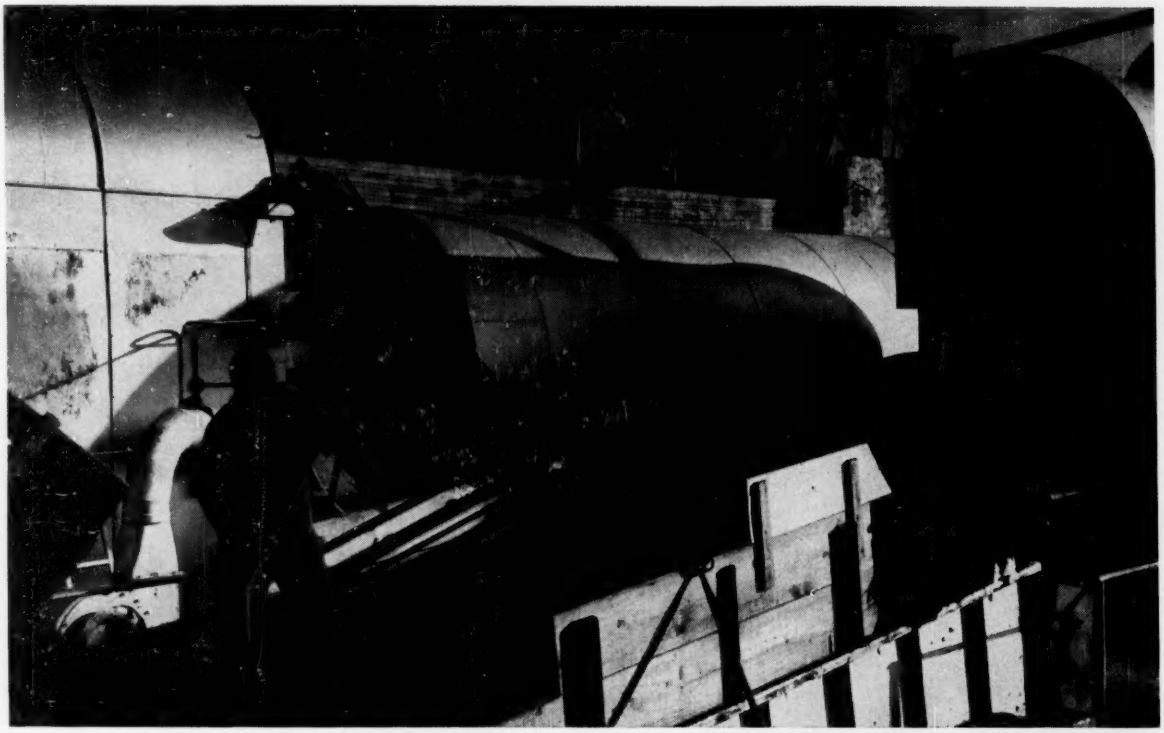
IBM chose Rochester, Minnesota as the site of this $8 million plant (opposite page), one of the most significant of the post-war crop of new industrial facilities in the Northern Plains. The strong professional flavor of Rochester, good community facilities and a favorable attitude toward industry all figured in the selection.

Expansion of manufacturing in the Northern Plains has not been confined to production facilities, as 3M's new research laboratory in St. Paul shows. The largest university in the area is the University of Minnesota, next door in Minneapolis.

DOT THE NORTHERN PLAINS

Western Electric's plant in Omaha is one of the largest industrial plants in the area and is a major symbol of increasing industrial maturity.

St. Paul is the eastern anchor of the vast and spreading Twin Cities metropolitan area that now is reckoned to include five counties with a population of 1.47 million. The State Capitol is at the upper right, and the First National Bank is the tall building in the center.



Natural gas has far more agricultural uses than might be supposed. Here it is used for fuel in an alfalfa dehydrator. Corn is also being dried in increasing quantities and stored centrally at a great saving in space and cost. Another increasing use is to power irrigation pumps.

and windmills to water the stock — all these and others figured in the rapid taming of the plains.

Settlers from the Eastern states, Germany and Scandinavia contributed the largest shares to the population, but many ethnic strains are found. For many years, Old Country traditions remained strong, especially in the country, but they are fading fast now. Even German and Swedish church sermons are becoming rare and are poorly attended.

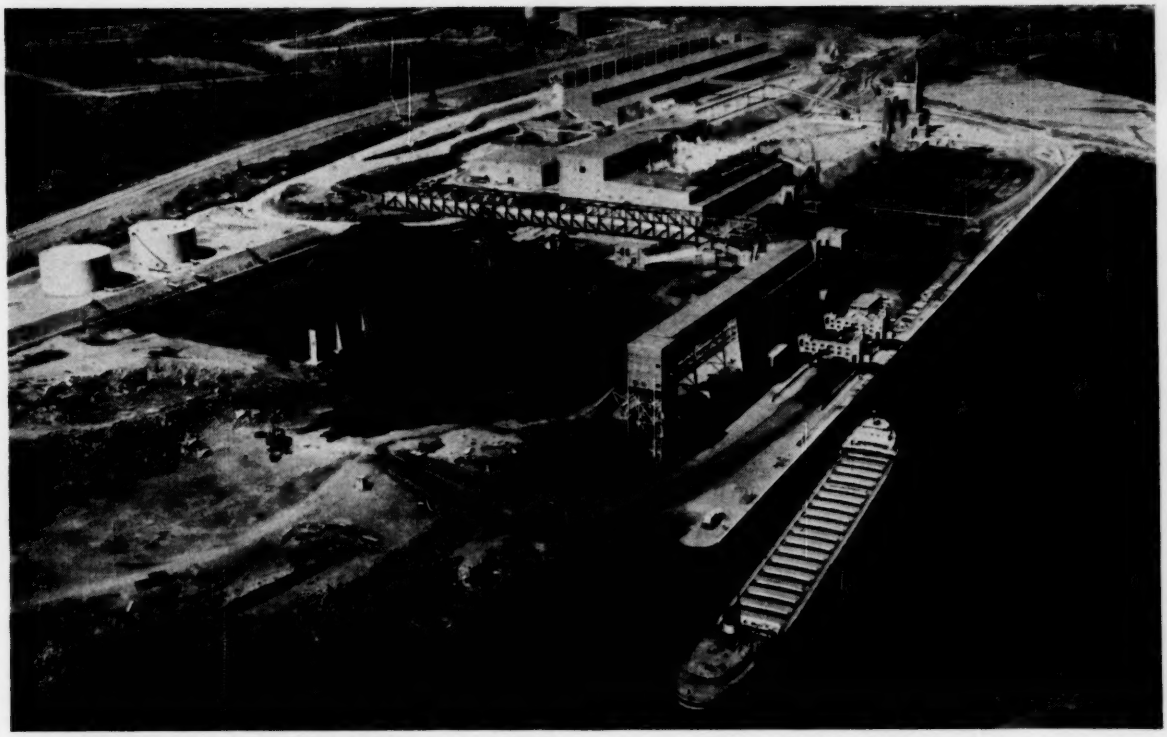
The climate in most of the area is near the optimum for most temperate-zone crops. Enlightened techniques to maintain soil moisture and cut down erosion have greatly improved the situation in the dryer western parts of the region, and irrigation is spreading at a rapid pace.

By capitalizing fully on all these advantageous circumstances and by making full use of the findings of its world-renowned agricultural schools, the Northern Plains have evolved what may be regarded as the most advanced agricultural economy ever known, measured in terms of output per man. This was dramatized by Khrushchev's visit to an Iowa corn field on his tour of the country last year.

Apart from its soil, the most important natural resource of the area has probably been the iron ore of Minnesota, which for many years was the chief reliance of the American steel industry. Some rich ore remains, but the mining industry in the iron ranges has since the war been converting rapidly to the vast reserves of taconite. This relatively low-grade ore, which is found in association with the richer ores, can be beneficiated into pellets of 65 or 70 per cent iron that make an excellent charge for blast furnaces.

More significant from the standpoint of folklore were the great stands of white pine in Minnesota that gave rise to the Paul Bunyan stories. Lumbering on a sustained-yield basis is still important, as is the great vacation industry that has grown up around the thousands of lakes in the wooded area.

The Northern Plains has large quantities of non-metals already being used, such as the limestone that has given rise to a cement industry in Mason City and elsewhere. Waiting in the wings for large-scale development are the Dakotas' lignite, which is already locally important and which can be strip-mined from a vast area.



Reserve Mining, one of the leading taconite producers of the Minnesota iron ranges, ships crude taconite by rail to its processing plant at Silver Bay, 56 miles up the shore of Lake Superior from Duluth. The vast reserves of taconite and the large investments made and pending in processing plants assure Minnesota of continued leadership among domestic suppliers of iron ore.

A Maturing Area

Manufacturing has a long history in the area, dating back at least as far as the early use of the water power at St. Anthony Falls at Minneapolis for lumber and grist mills. As might be expected, industry is dominated by the various food processers.

Firms such as General Mills, Pillsbury and Archer-Daniels-Midland have gone far beyond flour milling and are processers of many grains and oil seeds and do extensive research on new products. The big Chicago meat packers have major branches at Omaha, St. Paul and Sioux City, while there are such well-known local packers as Rath at Waterloo, Morrell at Sioux City, and Hormel at Austin. Green Giant at Le Sueur and Chun King at Duluth are leaders in the canning field.

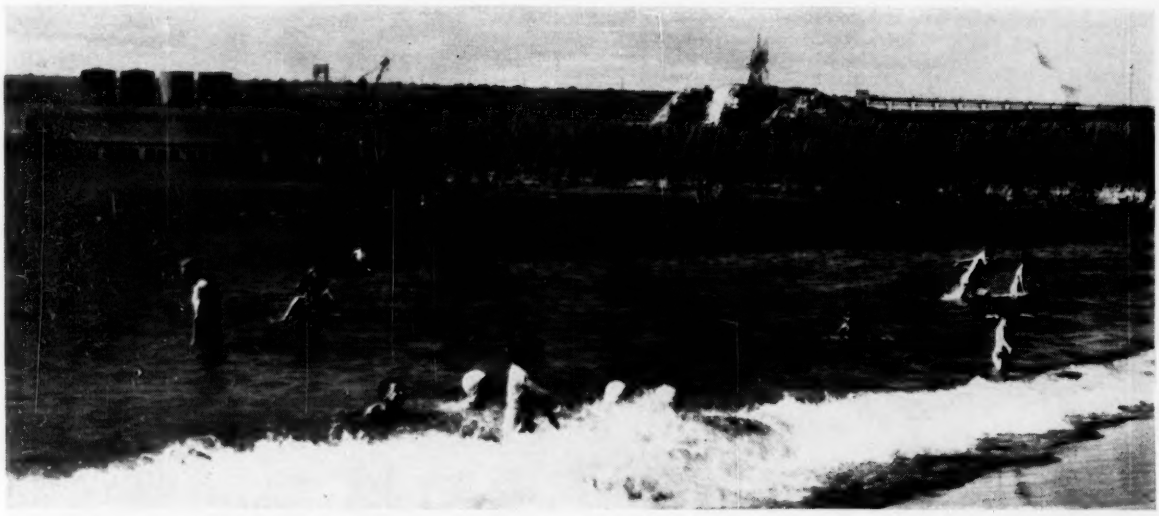
Also closely related to agriculture are the farm machinery companies such as Minneapolis-Moline in Minneapolis and John Deere in Waterloo. In recent years, a considerable fertilizer industry has grown up, but it is still small as compared with parts of the country where the native fertility of the soil is near exhaustion.

Other local resources are also a factor in some of the manufacturing in the area. The Minnesota iron ore is used locally by Interlake and American Steel and Wire at Duluth. Local timber is used for wood pulp in some of the paper mills in Minnesota.

But there is plenty of manufacturing in the area that is not based on local resources, and a number of such firms maintain their headquarters in the Northern Plains. Examples are Minneapolis-Honeywell and Minnesota Mining and Manufacturing in Minnesota, and Maytag, Collins Radio, Sheaffer, Amana, and Armstrong Rubber in Iowa.

Major nationwide concerns with important branches in the Northern Plains include Western Electric in Omaha, Goodyear in Lincoln, International Business Machines in Rochester, and various auto assembly plants.

The Northern Plains has left far behind its beginnings with only the most basic processing of its raw materials; it is now the headquarters for many advanced and highly technical industries.



Recreational possibilities of the chain of lakes on the Missouri are just beginning to be realized. The four completed reservoirs are all among the seven largest in the United States. In some cases water is backed up more than 100 miles, and there are thousands of miles of shore line.

This survey of the Northern Natural Gas Company and its program of area development was conducted under company auspices. It is the third in a series of company surveys undertaken by ID/MR. Reprints of this survey, as well as any of the services described, are available from Perry F. Roys, Director of Area Development, Northern Natural Gas Company, 2223 Dodge Street, Omaha 1, Nebr.

It also is notably strong in financial institutions, and Des Moines, Lincoln, Omaha and the Twin Cities are insurance centers of the first rank.

The region has one of the nation's large metropolitan centers in the Twin Cities, which have a metropolitan population of nearly a million and a half, while the Omaha-Council Bluffs area has nearly half a million.

The Northern Plains is also unique among areas deep in a continental interior for its water connections. It has the termini for all three of the nations great waterways — the St. Lawrence seaway at Duluth-Superior, the Mississippi at the Twin Cities and the navigable portion of the Missouri at Sioux City.

The rail net is notably dense in all but the western fringe of the area, with east-west lines strongly dominant. Most of the Interstate highways, and the more important Federal highways as well, run from east to west.

The system of dams under construction on the Missouri River is destined to have far reaching impact. Not only will major floods on the lower river be eliminated and navigation improved, but upwards of 2 million kilowatts of hydroelectric capacity will be installed, and vast quantities of water will be available for irrigation. Four of the six main dams — Fort Peck, Garrison, Fort Randall and Gavins Point — are completed and the Oahe and Big Bend dams are under construction.

Prospect for Prospects

The value of such a program as Northern has undertaken is hard to over-estimate. Many reasons are likely to impel industrialists from other areas to devote more interest than in the past to the Northern Plains.

The completion of the St. Lawrence Seaway, the growing string of reservoirs on the Missouri, major oil discoveries in North Dakota and not far away in Saskatchewan, the heavy investment in Minnesota's taconite ore, the development of the Strategic Air Command's headquarters in Omaha, and Northern's own large resources in natural and LP gases — these are some of the factors that will loom larger and larger as time goes on.

Here is a dynamic company growing with the area and extending a cordial hand to other industrialists to seek their fortunes in the Northern Plains.

INDUSTRIAL DEVELOPMENT MANUFACTURERS RECORD

MANUFACTURERS RECORD

THE INTERNATIONAL SUMMARY OF PLANT LOCATION NEWS ESTABLISHED 1882 VOLUME 130 NUMBER 3

By Arnett Custer

Significant reports of new plants this month include one development in the area of industrial research, and two large investments for long-term projects in Texas and Australia.

An Industrial Research Center to house 5,000 scientific workers is planned at Philadelphia's University City. By early 1963 the University City Tower will provide its tenants with leasing facilities for scientific and technical equipment and operating personnel, a computing center, design and construction center for production of testing equipment and bench scale models, reproduction and printing facilities, punch card processing, microfilming and other related services. The $30 million, one-million-square-foot structure is a joint project of the Philadelphia Industrial Development Corporation and the West Philadelphia Corporation.

Houston-Texas Gulf Coast area's rate of petrochemical growth is indicated by early 1961 reports of giant investments by several firms within one week: Monsanto's $80-100 million, Reichold's $10 million, Tennessee Gas Transmission's $40 million, and Petro-Tex's $10 million.

In Australia Kaiser Aluminum and Chemical Corporation will invest more than $10 million in development of Consolidated Zinc Corporation's properties. Further plans call for the establishment of the Southern Hemisphere's largest integrated aluminum facility; completion date of mid-1966 is set for hydroelectric power and aluminum production in New Zealand, for bauxite and aluminum projects in Australia.

Additional new plant announcements highlighting this month's scene included:

RED JACKET, WEST VIRGINIA. Chemical charcoal will be produced by May at Island Creek Coal Company's $600,000 new plant. While the highly automated process requires a ten-man operating crew, another plant there will probably be re-activated to supply the 300-ton daily coal requirement.

LAKE CHARLES, LOUISIANA. Hercules Powder company is doubling its $multi-million investment in polyolefins facilities. Construction was underway on a second unit before production started at the plant announced in our January 1960 issue. The new facility will have an annual capacity of 120 million pounds.

ASHEVILLE, NORTH CAROLINA. SKF Industries Inc. will begin Southern operations in March at a modern 109,000-square-foot building. Vice president Karl Kesserling said the new plant will increase production and improve regional customer service. Other SKF plants are in New York, Pennsylvania, Ohio and California. The employment goal at the new plant is set at 400. The building, new in May, was vacated by another industry in December.

PORTLAND, OREGON and HAMILTON, ONTARIO. Metal & Thermit Corporation will operate two new $1 million detinning plants by 1962. President H. E. Martin announced that the subsidiary Metal & Thermit Products of Canada Ltd. will operate the Hamilton plant, furnishing sodium and potassium stannate to the Canadian market, and producing heavy metal steel scrap. B. W. Weber, vice president, said twelve men would be employed at Portland. Both plants are situated on 7.5-acre sites.

SCHWECHAT, AUSTRIA. Europe's most modern oil refinery, 42.3 million dollar project of the Austrian Oil Administration, is now in operation. The new refinery doubles the output of Western Europe's second ranking petroleum producer. Annual capacity production is estimated to be 1.8 million tons. It is strategically located near Vienna's international air center. The operation favorably effects Austrian marketing subsidiaries of Socony Mobil Oil and of Royal Dutch Shell, and the increasingly cooperative Western European economies.

EREGLI, TURKEY. A giant steel complex will rise on the Black Sea Coast to employ three- to four thousand persons and produce 470,000 tons of ingots annually. Eregli Iron and Steel Works' 245 million dollar project includes construction of facilities for by-product coke, blast furnace, basic oxygen furnace, rolling mills, power and steam.

NEW PLANTS

The following is a summary of major industrial plants in the United States, Canada, and foreign countries, reported to INDUSTRIAL DEVELOPMENT during the month of December, 1960, by industries and industrial development organizations.

Number of employees is indicated by the code: A(Under 25); B(25-100); C(100-250); D(250-1,000); and E(Over 1,000).

ALABAMA

Clio — Clio Mfg. Co.; apparel. Oper. date — June 1961. $150,000. (C).

Foley — Hale Mfg. Co., Laurence N. Hale, Pres., Jas. G. Gamble, Plnt. Mgr.; textile prods. Oper. date — Mar. 1961. 48,000 sq. ft. $500,000. (C).

Frisco City — Frisco Sportswear Inc., Joe Jordan, Resdnt. Mgr.; blouses. (D).

Leeds — Anderson Electric Corp., Thos. H. Fox, Pres.; mch'y. shop & shipng. Oper. date — May 1961. 21,000 sq. ft. $250,000.

Montgomery —Nolin Mfg. Co., A.C. & Beauchamp Nolin, Offls.; steel & alum. shelving, store equip. Renov. exist. 35,000 sq. ft.

Oneonta — Schneider & Son, Joe Talcott, Plnt. Mgr.; egg cracking & processing. $500,000. (C).

Piedmont — Marvell Quilting Co., quilted fabrics. $100,000 plus. (C).

ALASKA

No Plants Reported.

ARIZONA

No Plants Reported.

ARKANSAS

Blytheville — Arkansas Brass Corp.; valves. 10-acre site. 45,000 sq. ft. $360,000.

El Dorado — Arkansas Chemical Inc., formed by Houston Chemical Co. (Subs. Philadelphia & Reading Corp.) & Great Lake Corp.; bromine. Plans working. $Multi-million.

Little Rock— Windsor Door Co., sectional doors. 16,000 sq. ft. (B).

Osceola — E. R. Moore Co.; caps, gowns, choir robes, etc. In oper. $200,000. (B).

Rogers — Grimm Brooder Mfg. Co.; gas & elec. brooders. Oper. date — July 1961. 20,000 sq. ft. (B).

West Memphis — Loose Leaf Hardware Co. (Subs. Loose Leaf Metals Co.); metal binders. 5-acre site. 16,000 sq. ft. (B).

CALIFORNIA

Fresno — Kimber Turkey Breeding Farm Inc., Ray Houck, Mgr.; experimental & hatching facility. Under constr. 14,000 sq. ft. $250,000. (A).

Glendale — Transo Envelope Co., Mayne B. Stevenson, Reg'l. Mgr. & V. Pres.; envelopes. Oper. date — May 15, 1961. 2.5-acre site. $275,000.

Kingsburg-Selma — Sun-Maid Raisin Growers of Calif., Walter K. Hines, Gen. Mgr.; food processing. Oper. date — Jly. 1962. 53-acre site.

Pinedale — Vendorlator Mfg. Co., Gordon L. Schneider, V. Pres.; vending machines. Plans announced. $200,000.

Redondo Beach — Space Technology Labs. Inc., (Subs. Thompson Ramo Wooldridge Inc.), Dean E. Wooldridge, Pres.; res. cntr. Oper. date — late 1962. 110-acre site. $25 million. (10 bldgs.)

Sacramento — United Concrete Pipe Corp., Lloyd Earl, Pres., Jackson Rd.; cement mortar lining & coating for steel pipe. In oper. $300,000. (B).

Tracy — Owens-Illinois Glass Co., Carl R. Megowen, Pres.; glass containers. 150-acre site. $3 million.

Vallejo — Seven-Up Bottling Co., W. H. Easley, Pres., 425 Chestnut St.; bottling. In oper. 22,000 sq. ft. $400,000.

COLORADO

Delta — Sun-Gro Minerals Inc., F. M. Doran, V. Pres.; additives, soil conditioners. $100,000. (B).

CONNECTICUT

New Haven — Atlantic Saw Mfg. Co.; metal-cutting saw blades. Plans working. 15,000 sq. ft. $150,000.

DELAWARE

No Plants Reported.

DISTRICT OF COLUMBIA

No Plants Reported.

FLORIDA

Bryant — United States Sugar Corp., Harry T. Vaughn, Pres.; sugar mill. Oper. date — fall 1962. $12 million plus. (D).

Bryant — United States Sugar Corp. & Savannah Sugar Refinery; sugar refinery. Oper. date — fall 1962. $Multi-million.

Lake Butler — Smith & Hicks Sawmill. Greene T. Smith & B. C. Hicks, Prtners.; sawmill. In oper. (B).

Miami — National Bath Enclosures Inc., M. B. Morris, Pres.; tub & shower enclosures. Oper. date — April 1961. (B).

Miami — Playmates of Miami Inc., Dalton Israel, Pres.; children's sportswear. Oper. date — Jly. 1961. (B).

Perry — Tree-Co Inc.; logging & pulpwood. In oper. (B).

St. Augustine — Wise Potato Chip Co., Earl Wise Jr., Pres.; potato chips. Oper. date — May 1961. 25-acre site. $300,000. (B).

Winter Haven — National Fiberglass Products, Leo K. Fiske, Pres.; fiberglass boats, gas tanks. In oper. $1 million. (C).

THE TOP TEN

The following ten states ranked highest in new plant announcements as reported to INDUSTRIAL DEVELOPMENT during the six-month period October to February. The figure to the right represents each state's actual six-month total.

1.	TEXAS	117
2.	ILLINOIS	100
3.	PUERTO RICO	90
4.	PENNSYLVANIA	84
5.	OHIO	75
6.	FLORIDA (tied)	71
6.	NEW YORK (tied)	71
8.	CALIFORNIA	65
9.	NEW JERSEY	63
10.	NORTH CAROLINA	59

GEORGIA

Atlanta — Country Club Bag Mfg. Co.; luggage. In oper. $200,000.

Atlanta — Dixie Concrete Co.; concrete processing. Plans announced. $100,000.

Atlanta — Reynolds Aluminum Supply Co.; whse. In oper. $200,000.

Atlanta — Tallowmasters Corp.; tallow & animal feed. In oper. 200,000 sq. ft.

Atlanta — Tedro Industries; paper products. Plans announced. $100,000.

Atlanta — Trumbull Asphalt Co. Under constr. $1.25 million.

Augusta — Rock City Box Co., Jas. M. Morrison, Pres.; paper products. Plans announced. 48,000 sq. ft. $300,000. (B).

Dalton — Curon of Ga. (Div. Reeves Bros.); fabric lamination. In oper. 10,000 sq. ft.

Savannah — National Wire Products Corp. Plans announced. (B).

Tifton — International Harvester Co.; farm machy. testing ground. 2,000-acre site. $1 million.

HAWAII

No Plants Reported.

IDAHO

Buhl — Producers Container Co. (Subs. Green Giant Canning Co.), Cyrus Ingraham, Mgr.; cans. Plans working. 55,000 sq. ft.

Nampa — Cold Cache Mfg. Co., Morris Smith, Exec. V. Pres.; refrigeration equip.

ILLINOIS

Kankakee — Armour & Co. (Wm. W. Prince, Pres.) Food Div.; vegetable oil & animal fat refinery. Plans announced. $6.5 million.

Olney — American Machine & Foundry, Jr. Toy Div., Norman G. Wintermantel, Pres.; tricycles, etc. Oper. date — Nov. 1961. 122-acre site. 420,000 sq. ft. $5 million. (D).

INDIANA

Evansville — Springfield Wire & Tinsel Co.; insulated wire. Oper. date — spring 1961. (C).

New Haven — Superior Ball Joint Corp., Everett Weissbrodt, Pres. & subs.: Barmatic Products Inc., Gilbert Davies, Pres.; ball joint linkage swivels. Plans announced. 8-acre site. 20,000 sq. ft. (C).

Seymour — Gardner Box Co.; corrugated shipping containers. Oper. date — Mar. 1961. 22,000 sq. ft. (C).

IOWA

Dyersville — Jayve Mfg. Co.; forklift pallets, ind'l. lumber, etc. In oper. (B).

Ft. Madison — California Chemical Co. (Subs. Standard Oil); ammonia & nitrogen fertilizer. Oper. date — late 1961. $22 million.

KANSAS

Kansas City — Atlas Wire Products Co., 6500 Inland Dr.; wire book racks. Oper. date — Jly. 1961. 75,000 sq. ft. (B).

KENTUCKY

Berea — Manning, Maxwell & Moore Co., J. Robt. Kelley, Pres.; precision gauges. Oper. date — mid-1961. 18-acre site. 30,000 sq. ft.

LOUISIANA

Baton Rouge — Kaiser Aluminum & Chemical Corp. Oper. date — mid-1961. $700,000.

Gretna— Louisiana Power & Light Co.; computer cntr. Plans announced. $725,000.

Lake Charles — Hercules Powder Co.; polyolefins. Expnsn. prior to compl. $Multi-million.

Lake Charles — Union Carbide Corp., General Carbon & Chem. Corp., Aluminum - Industrie - Aktien - Gesellschaft (switz.); bulk-handling & storage facility. 5-acre site. $1.5 million. (Contract with Bd. of Commissioners, Lake Charles Harbor & Terminal Dist.)

MAINE

No Plants Reported.

MARYLAND

White Oak, Montgomery Ind. Prk. — Rixon Electronics Inc., Jas. L. Hollis, Pres.; communications & data handling electronics. Under constr. 6-acre site. 28,800 sq. ft.

MASSACHUSETTS

Burlington — Astro Dynamics Inc.; electronics. In oper. 13,000 sq. ft. (B).

Cambridge — Industrial Stainless Steel Inc.; steel whse. Oper. date — May 1961. 40,000 sq. ft. $150,000. (B).

Chicopee — Mercury Plastics Corp.; plastic prods. Oper. date — Oct. 1961. 2.5-acre site. 12,000 sq. ft. (B).

Douglas — Einegar Mills Inc. In oper. (C).

East Bridgewater — Foxboro Co. Plans announced. 50,000 sq. ft. $575,000. (D).

Gardner — Wildmann Corp. (Affl. Signet Mfg. Co.); furniture. Under constr. 14,000 sq. ft.

Gloucester — O'Donnell-Usen Fisheries; fish prods. Oper. date — Sept. 1961.

60,000 sq. ft. $1 million. (C).

Holbrook — Priggin Steel Bldg. Co.; prefab. steel forms. Oper. date — Sept. 1961. 30,000 sq. ft. (B).

Lawrence — Gosman Enterprises Inc.; textile laminating & coating. Plans announced. 140,000 sq. ft. (C).

Lawrence — Savoy Leather Corp. Plans announced. 40,000 sq. ft. (C).

Melrose — Commercial Filter Corp.; filters. Oper. date — Oct. 1961. 70,000 sq. ft. (B).

Needham — Firestone Tire & Rubber Co.; rubber prod. — whse. Oper. date — July 1961. 120,000 sq. ft. $800,000. (C).

North Adams — Sprague Electric Co.; res. cntr. Oper. date — Oct. 1961. $500,000. (C).

Salem — Banner Shoe Products Inc. In oper. 20,000 sq. ft.

Southbridge — Hill Packing Co.; distr. & processing cntr. Plans announced. (B).

South Deerfield — Deerfield Plastics Co.; plastic prods. Oper. date — Apr. 1961. 10,000 sq. ft. $50,000. (B).

Waltham — Pickard & Burns Inc.; electronics. Oper. date — June 1961. 60,000 sq. ft. (C).

Waltham — Sylvania Electronics Systems; res. lab., exec. hq. Under constr. 55-acre site. 107,000 sq. ft. (2 bldgs.) $3 million. (D).

Westfield — Old Colony Envelope Co.; cards, envelopes. Oper. date — Oct. 1961. 24,000 sq. ft. (B).

Woburn — Arnold Fisher Co.; roses. Plans announced. 17,000 sq. ft. (2 bldgs.) $110,000.

MICHIGAN

Detroit — Aurora Gasoline Co., W. E. Slaughter, Pres.; refinery. Plans announced. $15 million. (E).

Detroit — Danly Machine Specialties Inc., Robt. E. Danly, V. Pres.; machine specialties. In oper. 24,000 sq. ft. (B).

Frankenmuth — Carling Brewing Co., I. R. Dowie, Pres.; beer bottling. Plans announced. $5.5 million. (C).

Ypsilanti — General Motors Corp. (Fisher Body Div.), Jas. Gordon, Pres.; automobiles. Under constr. $1.88 million.

MINNESOTA

Gilbert — Hercules Powder Co., Jos. E. Wommack Jr., Supt.; commercial explosives. In oper. $150,000. (A).

Long Lake — Van Dale Inc., Earl G. Olson, V. Pres.; silo unloaders, autom. bulk feeders. In oper. 15,600 sq. ft. $100,000. (A).

Minneapolis — Downing Box Inc.; boxes. Plans announced. 8-acre site. $750,000.

New Hope, Science Industry Prk. — Miniature Instruments Inc.; missile & space components. In oper. 4.5-acre site. 20,000 sq. ft. $250,000.

Red Lake — Knutson Potato Co., Halvor & Jorgen Knutson, Ownrs.; potato processing. 15,840 sq. ft. $70,000. (A).

Shakopee, Valley Ind. Prk. — Air Products Inc.; oxygen. Oper. date — Mar. 1961. 5-acre site. $250,000. (A).

MISSISSIPPI

Jackson — Mississippi Bedding Co., mattresses. In oper. 6-acre site. 40,200 sq. ft.

Leakesville — Dobson & Massey Lumber Co. Plans announced. $55,000. (B).

Pascagoula — Southern Crab Co. Plans announced. $55,000. (B).

MISSOURI

Cape Girardeau — Atlas Plastics Corp., Stanley Chase, Pres.; extruded plastic products. Oper. date — spring 1961. 16,000 sq. ft. $255,000. (B).

Kansas City — Central States Steel Corp., Harry J. LaFrenz, Pres.; steel whse. Oper. date — spring 1961. 80,500 sq. ft. $1 million. (B).

Kansas City — Kim Mfg. Co., Orville F. Kimsey, Pres.; farm power equip. In oper. 45,000 sq. ft. $400,000. (B).

Kansas City, Everman Ind. Prk. — Owens Plastic Co., Geo. E. Owens, Pres.; containers. Plans announced. 5-acre site. 15,000 sq. ft. (B).

St. Louis — Bennett Corrugated Paper Box Co. Oper. date — Mar. 1961. 5-acre site. 33,500 sq. ft.

MONTANA

No Plants Reported.

NEBRASKA

Grand Island — New Moon Homes Inc., mobile homes. Oper. date — May 1961. 71,000 sq. ft. $300,000 plus. (C).

NEVADA

No Plants Reported.

NEW HAMPSHIRE

No Plants Reported.

NEW JERSEY

Cedar Grove — Foto-Video Electronics Inc. Under constr. 30,000 sq. ft.

Clifton — Private Brands Co. (Div. Waterman Pen Co.), Francis B. Carey, Pres.; Oper. date — Aug. 1961. 11.3-acre site. 105,000 sq. ft.

Jersey City — Encyclopedia Britannica; dist. cntr. Plans announced. 15,000 sq. ft.

Jersey City — Public Service Electric & Gas Co.; generating station. Oper. date — 1964. $84.5 million.

Millville — Keen Mfg. Corp.; poultry machy. In oper. 105,000 sq. ft.

Newark — Federal Pacific Electric Co., T. M. Cole, Pres.; elec. switchgear. Plans announced. 70,000 sq. ft. $.5 million. (5 add'l. plants planned on site).

Rockleigh — Allyn & Bacon Inc.; ofc. & whse. Plans announced. 6-acre site. 40,000 sq. ft.

Secaucus — Chock Full O'Nuts Corp.; Wm. Black, Pres.; frozen doughnuts. Constr. date — spring 1961. $1 million.

South Plainfield — Acme Paper Co.; paper specialties. Plans announced. 6-acre site. 22,400 sq. ft.

NEW MEXICO

No Plants Reported.

NEW YORK

Amsterdam — Bayshore Industries Inc., Willow St.; toys, marine hrdware. Oper. date — May 1961. 180,000 sq. ft. $100,000 equip. (D).

Brooklyn — B. & G. Sportswear, 323 6th St.; sportswear. In oper. (B).

Brooklyn — Columbia Technical Corp., 24-30 Brooklyn-Queens Exp. W.; electrical components. Plans announced. 14,400 sq. ft. (B).

Brooklyn — Liebmann Breweries Inc., 36 Forrest St.; whse. Oper. date — 1962. $2 million. (E).

Brooklyn — Sonar Radio Corp., Sheffield Ave.; sonar radios. Oper. date — Aug. 1961. 31,000 sq. ft. $275,000. ($50,000 equip.) (B).

East Farmingdale — Electrical Fittings Corp., Smith St. & New Hwy.; conduit fittings, etc. per. date — summer 1961. 16-acre site. 80,000 sq. ft.

Flushing — Specialty Electronics Development Corp.; electronic prods. Oper. date — Aug. 1961. 75,000 sq. ft.

Great Neck — Arco Electronics Inc., Community Dr.; capacitators, electronic components. In oper. 46,000 sq. ft. $500,000 bldg. $100,000 equip. (B).

Greenlawn — Hazeltine Corp., Cuba Hill Rd.; whse. Oper. date — May 1961. 50,000 sq. ft. (E).

Hicksville — Dorrie Process Co. Inc., 890 S. Oyster Bay Rd.; metallized plastics. 32,000 sq. ft. $1.25 million equip. (A).

Long Island City — Crystal Pearl Co. Inc., 15 St. & 23 Ave.; pearl buttons. Oper. date — late 1961. 50,000 sq. ft.

Long Island City — Fotochrome Inc.,

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NORTHERN ILLINOIS GAS

45-20 33 St.; film. Oper. date — Oct. 1961. 160,000 sq. ft. (D).

Long Island City — Zenith Roofing & Sheet Metal Co., Borden Ave. & 11 St. 15,000 sq. ft.

Middletown — Mary Lue Fashions Inc. (B).

Mount Vernon — Hodes-Daniel Co. Inc., McQuestin Pkwy.; printers. Oper. date — early 1961. 25,000 sq. ft.

New Hyde Park — Heyman Glass Co. Inc., 12 Denton Ave.; glass mirrors, frames. Oper. date — Mar. 1961. 14,000 sq. ft.

New York City — Karen Lingerie Inc.; lingerie. In oper. 10,000 sq. ft.

Plainview — Narda Microwave Corp., Engineers Hill. Oper. date — Sept. 1961. 40,000 sq. ft.

Richmond Hill — Dynaron Electronics Corp. (Subs. Eastern Precision Resistor Co.); wirewound resistors. Plans announced. (D).

Rochester — Eastman Kodak Co., Lake Ave.; res. physics. In oper. 195,000 sq. ft. $1.6 million.

Rosedale — Barchris Construction Corp., 144-11 Hook Creek Blvd.; bowling equip. Oper. date — summer 1961. 21,500 sq. ft.

Roosevelt Field — Electronic Energy Conversion Corp., Meadowbrook Prkwy.; electronic power supplies. Oper. date — mid-1961. 6.5-acre site. 30,000 sq. ft.

Syosset — Metallurgical Processing Corp., 180 Michael Dr.; metal treating. In oper. 22,000 sq. ft. (B).

Yonkers — Serefire Corp., 144 Nepperhan Ave.; ceramic printers. In oper. 10,000 sq. ft. (B).

NORTH CAROLINA

Asheville — SKF Industries Inc., Karl Kesserling, V. Pres.; ball & roller bearings. Oper. date — Mar. 1961. 109,000 sq. ft. (A).

Burgaw — American Foods Inc.; strawberry, etc. processing. Plans announced. 10,000 sq. ft. $80,000. (A).

Burlington — Willard Industries Inc.; precision, foundry work. Oper. date — Apr. 1961. 50,000 sq. ft. (C).

Charlotte — Westbury Knitwear Co., Al Kronovet, Pres., 201 Hoskins Ave.; sweaters. In oper. 70,000 sq. ft. $400,000. (D).

Colfax — Truitt Metal Fabricators Inc., John R. & W. B. Truitt, Offls.; heavy plate, metals, alloys. Under constr. 13-acre site. 35,000 sq. ft. $200,000. (B).

Durham — Owens-Illinois Glass Co.; mold equip. (C).

Hickory — Oxford Furniture Co.; upholstered furn. (B).

High Point — Duke Furniture Corp.; upholstered lvngrm. furn. In oper. 16,000 sq. ft. (B).

Smithfield — Eastern Meat Packers Inc.; meat processing. Plans announced. 20-acre site. 35,000 sq. ft. $400,000 bldg. $350,000 equip. (D).

Monroe — Dixon Corp.; textile machy. components. (C).

Monroe— General Mills Inc.; poultry feed. Over $100,000. (A).

Wilkesboro — Melville Shoe Corp., Robt. C. Erb, Pres.; shoes. Plans announced. 61,000 sq. ft. (D).

NORTH DAKOTA

No Plants Reported.

OHIO

Cincinnati — Lockwood Mfg. Co., 3170 Wasson Rd.; bakery equip. In oper. 15-acre site. 10,000 sq. ft. $60,000. (A).

Cincinnati — Nutone Inc., Madison & Red Bank Rds.; door chimes. Oper. date — May 1961. 20-acre site. 18,000 sq. ft. $180,000.

Cleveland — Zep Mfg. Corp., Ind. Prkwy. S. W.; janitor supplies. Oper. date — June 1961. 20,000 sq. ft. $175,000.

Euclid — General Electric Co., Tungsten Rd.; tungsten, molybdenum, tatalum & columbium. 11-acre site. 125,000 sq. ft. $8 million.

Middletown — Diamond National Corp.; egg cartons. Oper. date — Dec. 1961. $7 million. (C).

Newburgh Heights — Higbee Co., 1235 W. 11th St.; whse. 33-acre site. 325,000 sq. ft. $1.25 million.

Parma — Faroh Candy Co., 6890 Pearl Rd. Oper. date — Mar. 1961. 10,000 sq. ft. $250,000. (C).

Rocky River — R. O. Hull Co., 1400 Marion Crt.; electroplating chems. Under constr. 32,000 sq. ft. $250,000.

OKLAHOMA

Ada — Lock Joint Pipe Co., Allan Hirsh, Pres.; pipe for Okla. City line. Oper. date — July 1961. (C).

OREGON

Lebanon — Santiam Lumber Co.; plywood. Oper. date — Apr. 1961. 50,000 sq. ft. (C).

Portland — Louis Dreyfus Corp., Jean Paul Marx, V. Pres.; grain terminal. Plans announced. $2 million.

Portland — Metal & Thermit Corp., B. W. Weber, V. Pres.; detinning. Oper. date — 1961. $1 million. (A).

PENNSYLVANIA

Allentown — Quaker Shoe Co.; shoes. Plans announced. 192,351 sq. ft. $350,000. (D).

East Pittsburgh — National Coal Ass'n. & Bituminous Coal Research Inc., Stephen F. Dunn, Pres.; res. lab. Under constr. 30-acre site. 37,000 sq. ft. $675,000.

Greensburg — Westland Mfg. Co., women's sportswear. Oper. date — May 1961. 20,000 sq. ft. $270,000. (C).

Harrisburg — Railway Express Agncy.; express terminal. Oper. date — Aug. 1961. 32,000 sq. ft. $1 million. (C).

Jersey Shore — Central Cable Corp.; copper & aluminum wire & cable. Oper. date — Dec. 1961. 41,000 sq. ft. $1.5 million.

Johnstown — Air Reduction Sales Co.; tonnage oxygen plnt. Oper. date — Sept. 1961. 5-acre site. $5 million.

Neville Island — Pittsburgh Coke & Chem. Co.; maleic anhydride. Plans announced. 15,000 sq. ft. $4 million. (A).

New Garden Twp. — F & M Scientific Corp.; scientific instruments. Oper. date — Sept. 1961. 17,000 sq. ft. $250,000. (C).

Oakdale — Pittsburgh Coke & Chemical Co.; concrete pipe. Plans announced. 35,000 sq. ft. $700,000. (B).

Philadelphia — Institutional Products Inc.; folding tables, etc. Oper. date — Aug. 1961. 23,000 sq. ft. (B).

Philadelphia — Philadelphia Industrial Development Corp. & West Phila. Corp.; industrial research center. Oper. date — early 1963. 4-acre site. 1 million sq. ft. $30 million.

Point Marion — Houze Glass Corp.; sunglass lenses, drawn flat glass. Plans announced. 45,000 sq. ft. $255,000. (C).

Scranton — Lonergan Corp.; mobile homes. In oper. 40,000 sq. ft. $250,000. (C).

Yorktowne — Ice Cream Co.; ice cream novelties. Oper. date — Apr. 1961. $250,000. (A).

PUERTO RICO

Bayamon — Mercade Co. Inc. V.; aluminum kitchenware, galvanized stampings. In oper. 10,781 sq. ft. $50,000. (B).

Carolina — Incentives Inc. of P. R.; trophy bases. Plans announced. 8,000 sq. ft. $65,000. (B).

Corozal — Evelyn Judith Products, Inc.; driving gloves. In Oper. 3,000 sq. ft. $15,000. (B).

San German — Southdale Knitting Mills Inc.; sweaters. 23,000 sq. ft. $40,000. (C).

RHODE ISLAND

Pawtucket — Hassenfeld Bros. Inc., Merril Hassenfeld, Pres., 1027 Newport Ave.; toys, school supplies, novelties. Oper. date — mid-1961. 45,000 sq. ft. $280,000.

SOUTH CAROLINA

Greeneville — J. M. Tull Metal & Supply Co.; ofc. & whse. In oper. 57,000 sq. ft.

Rock Hill — Williamson-Dickie Mfg. Co., C. Donovan Williamson, Pres.; men's, boys' garments. Plans announced. (B).

SOUTH DAKOTA

No Plants Reported.

TENNESSEE

Chattanooga — Nopco Chemical Co., W. W. Marshall, Plnt. Mgr.; polyether urethane foam. Oper. date — Mar. 1961. 17-acre site. 70,000 sq. ft. (B).

Cookeville — Plateau Inc., John T. Miller, Pres.; charcoal briquets. In oper. (B).

Elizabethton — Lewisburg Chair & Furniture Co., T. Gregory Parker, Pres.; furniture. Plans announced. 38-acre site. 228,000 sq. ft. (D).

Humboldt — Humboldt Foods Co., Houston Herndon, Pres.; produce processing & freezing. Plans announced. (D).

Morristown — K & B Hosiery Mill, J. B. Ketner, Pres.; boys' socks. In oper. (B).

Morristown — Mohawk Furniture Co.; bdrm. furniture. Oper. date — summer 1961. $350,000. (C).

Morristown — Pressley Bros. Hosiery Co., Clayton & Leonard Pressley, Ownrs., 1120 W. 2nd St.; men's hose. Plans announced. $75,000. (B).

Rockford — Tenn. Farmers Cooperative Feed Mill; feed processing. Plans announced. $1 million. (B).

TEXAS

Arlington — General Analine & Film Corp., Ozalid Div.; paper coating, conversion of sensitized materials. Oper. date — Dec. 1961. 10,000 sq. ft.

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Serving Central & Western Kansas & Nebraska & Northeastern Colorado

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Here in the second largest market of the West it's sometimes hard to see the trees for the forest products. The lumber mill has become a laboratory where industry "takes the tree apart and puts it together again in new ways"—turning wood wastes into plastics, insecticides, adhesives, a wide range of wood chemicals.

New industries are being born and new plants are being built to seize the new opportunities. Last year alone, nearly $55 million was invested in new forest products facilities, with more to come.

It is typical of the expansion everywhere in this surprising state as industry takes inventory of Washington's added advantages. Power is more plentiful than anywhere in the U. S., taxes more favorable than elsewhere in the West, and buying power, population growth and productivity of labor all far higher than the nation's average.

Come join in the booming good living of Washington State, where you meet industrial opportunity on the very best of terms.

Albert D. Rosellini

GOVERNOR OF THE STATE OF WASHINGTON

A $5 million plant is being built on this site by Dow Chemical Co. to swell the total of Washington's forest products facilities. The timber resources to supply these new forest industries are enormous — after 100 years of continuous logging, more than half the state is still covered by giant stands of evergreens. And Washington's lumbering, like its fishing, is now managed on a sustained yield basis. Tree farms assure continuing resources.

For your free copy of "BASIC ECONOMIC DATA AND INDUSTRIAL SITE INVENTORY" write to Sam Boddy, Jr., Acting Director, Washington State Department of Commerce and Economic Development, General Administration Building, Olympia, Washington.

THE SURPRISING
STATE OF WASHINGTON

Athens — Glad Oaks Packing Plant, C. W. Murchison, Pres.; meats. In oper. $125,000.

Athens — Phil-Modes Co., Phil Walter, Pres.; women's coats. Oper. date — Mar. 1961. 15,000 sq. ft. (B).

Bangs, Brown Cnty. — Lube-Tex Corp. (Sub. Liberty Petroleum Co.); lubricating oil. In oper. $400,000.

Brownsville — Brownsville Public Utilities Bd.; turbine steam generator. Oper. date — Jly. 1961. $3.5 million.

Chocolate Bayou, Brazoria Cnty. — Monsanto Chemical Co., Chas. H. Sommer, Pres.; ethylene. Oper. date — late summer 1962. 3000-acre site. $80-100 million. (D).

Corpus Christi — Columbia-Southern Chemical Corp. (Subs. Pittsburgh Plate Glass Co.); chrome chemicals. Plans working. $Multi-million.

Dallas — Dallas Airmotive Inc.; whse. & distr. cntr. Under constr. 70,000 sq. ft. (B).

Dallas — Frontier Mfg. Co., I. B. Beren, Pres., 11200 Harry Hines Blvd.; steel — ofc., mfg., whse. & eng. facility. In oper. 120,000 sq. ft. (C).

Dallas — Lone Star Optical Co., 519 S. Ervay St.; optical plnt. Plans announced. $110,000.

Ft. Worth — Alcon Laboratories Inc., W. C. Conner, Pres., 6201 S. Freeway; pharmaceutical preparations & opthalmic specialties. In oper. 50,000 sq. ft. (C).

Houston — Petro-Tex Chemical Co.; tetrahydrophthalic anhydride. 292-acre site. $10 million.

Houston — Porter-Lite Corp., 14029 Alameda Rd.; aluminum windows — ofc. & shop. Plans announced. $200,000.

Houston — Reichold Chemicals Inc., H. W. Mason, Admin. V. Pres.; vinyl acetate monomer. Constr. date — late 1961. $10 million.

Houston — Tennessee Gas Transmission Co. 794-acre site. $40 million.

Houston — Texas Electric Steel Casting Co., Thos. Shartle, Pres., 3601 Gillespie; steel castings — ofc. & lab. Oper. date — June 1961. 10,000 sq. ft. $150,000.

Kaufman — Kaufman Enterprises Inc., R. H. Van Somer, Pres.; structural steel & aluminum. In oper. 35,000 sq. ft. (C).

Rosenberg — Herfort Diamond Ring Factory, John Herfort, Ownr.; diamond rings. In oper. 20,000 sq. ft.

UTAH

Ogden — Sierra Lingerie Co. Plans announced. 25,000 sq. ft. $250,000. (C).

Spanish Fork — Osborn Apparel Mfg. Co.; sportswear, girls' apparel. Plans working. 20,000 sq. ft. (C).

VERMONT

Brattleboro — Alan S. Browne Inc.; books. Plans working. (C).

Rutland — Moore Business Forms Inc.; continuous business forms. Oper. date — late spring. 40,000 sq. ft. $1 million. (B).

VIRGINIA

Yadkin, Norfolk Cnty. — St. Joe Paper Co.; kraft shipping containers. Oper. date — Spring 1961. 21-acre site. 51,450 sq. ft. (B).

WASHINGTON

Seattle — Coates & Coates, 3419 11th St. S. W. Under constr. 12,524 sq. ft. $48,000.

Seattle — General Electric Co.; electrical appliances. In oper. $1.5 million.

WEST VIRGINIA

Graham Station — Appalachian Power Co. & Ohio Power Co., (Subs. American Electric Power Co.; steam-electric unit. In oper. $65 million.

Keyser — Spectronics Corp., Frank Pittera, Brd. Chm.; precision lenses. Compl. date — summer 1961. 20,000 sq. ft.

Red Jacket, Mingo Cnty. — Island Creek Coal Co.; chemical charcoal. Oper. date — May 1961. $600,000.

WISCONSIN

No Plants Reported.

WYOMING

Cody — Big Horn Gypsum Co.; gypsum board. In oper. (C).

CANADA

ALBERTA

Calgary — Williams Oil Tool Mfg. Co.; oil drilling bits & tools. Oper. date — Mar. 1961. 2-acre site. 7,000 sq. ft. $250,000.

BRITISH COLUMBIA

No Plants Reported.

MANITOBA

No Plants Reported.

NEW BRUNSWICK

No Plants Reported.

NEWFOUNDLAND

No Plants Reported.

NOVA SCOTIA

No Plants Reported.

ONTARIO

Hamilton — Metal & Thermit Products of Canada Ltd. (Metal & Thermit Corp., H. E. Martin, Pres.); detinning. Oper. date — early 1962. 7.5-acre site. $1 million.

Toronto — Hoganas of Canada Ltd. (Subs. Hoganas-Billesholms A. B., Sweden), 151 Belfield Rd.; In oper. 2.8-acre site. 17,500 sq. ft.

Toronto — O'Keefe Brewing Co. Ltd., Warden Ave. & Hwy. 401; brewery. Constr. date — 1962. Oper. date — 1964. 22-acre site. $10 million. (D).

Toronto — Rowntree Co. Ltd. (Subs. Rowntree & Co. Ltd., England), Sterling Rd.; chocolate prods. In oper. 39,000 sq. ft.

Toronto — Sovereign Housewares Ltd., John Hirschorn, Gen. Mgr., 27 Hobson Ave.; stainless steel cookware. In oper. 10,000 sq. ft.

PRINCE EDWARD ISLAND

No Plants Reported.

QUEBEC

Drummondville — Centre Industrial Janelle — Prest-O-Lite Battery Ltd.; batteries. Under constr. $400,000.

SASKATCHEWAN

Saskatoon — Bowman Bros. Ltd.; engine mfg. In oper. 18,000 sq. ft. $300,000. (B).

FOREIGN

Algiers (Maison Carree) — Societe de la Raffinerie d'Alger (formed by 8 co's. inc. British Petroleum's assoc. Societe Francaise des Petroles BP); refinery. Plans announced. $47,600,000.

Australia (Iron Knob) — Broken Hill Proprietary Co. Ltd.; ore treatment. Oper. date — June 1962. $2.46 million.

Austria (Schwechat) — Austrian Oil Administration (OMV); oil refinery. In oper. $42.3 million.

Bolivia (Bermejo) — Gov't.; sugar mill. Plans announced. $3.2 million.

Bolivia (Kami) — Gov't.; hydroelectric. Plans announced. $150,000.

Denmark (Stiganaes) — Gulf Oil corp.; oil refinery. Oper. date — late 1962. $145,000.

Egypt — United Arab Republic, (DLF); pulp mill. Plans announced. $6.7 million.

Germany (Knapsack) — Knapsack-Griesheim (Subs. Farbwerke Hoechst); caustic-chlorine. Oper. date — summer 1961. $5 million.

Israel (Tel Aviv) — Gulton Industries (Israel) Ltd. (Subs. Gulton Industries Inc., Dr. Leslie K. Gulton, Pres.); basic electronics prods. Plans announced. $500,000.

Portugal (Alcacer do Sal) — Sociedade Agro-Celuloses do Sado, Lda. (CELSA); pulp mill. Plans announced. $2.1 million.

Thailand — Bangkok Jute Mill Co. Ltd.; gunny bags. $290,000.

Turkey (Eregli) — Eregli Iron & Steel Works, (DLF); integrated steel plant. $245 million. (E).

Union of South Africa (Isipingo) — California-Texas Oil Co.; oil refinery. Plans working. $98 million.

Venezuela — United Carbon de Venezuela C. A., Dr. Luis Ignacio Mendoza, Pres. (Subs. United Carbon Co., Richard W. French, Pres.; carbon black. Oper. date — late 1961. $3 million.

Yugoslavia — Zeljezara Sisak, (DLF); skelp mill. Plans announced. $8.5 million.

I. D. CALENDAR

MARCH 24, 1961

Plant Decentralization Conference, Sponsored by Back-to-the-Small-Town Realty Co., Milwaukee Inn, Milwaukee, Wisc. at 1 P. M.

APRIL 9-11, 1961

American Industrial Development Council, 36th Annual Conference, Sheraton-Dallas Hotel, Dallas, Texas. Contact: J. Huber Denn, Secretary, A.I.D.C., 252 Red Mill Rd., Newark, Del.

APRIL 10-12, 1961

AMA — Developing Areas, Doing Business in the World's Developing Countries: Conditions of Private Enterprise Profitability (Briefing Session 10323-01). Hotel Astor, New York, New York. Reservations: as indicated for March 6-10 meeting, above.

APRIL 17-19, 1961

AMA — Real Estate: Managing Corporate Real Estate (Workshop 2128-01). Hotel Astor, New York, New York. Reservations: as above.

APRIL 24, 1961

Small Business Association, Midwest Industrial Procurement Meeting, Lincoln, Nebr. Contact: Lyle S. McKenzie, S.B.A., 207 Farm Credit Bldg., 206 S. 19th St., Omaha, Nebr.

APRIL 27, 1961

Rhode Island Development Council, Aids to Small Business, Univ. of Rhode Island, Providence, R. I. Contact: Henry C. Gagnon, Admin. Chief, R. I. Dev. Council, Roger Williams Bldg., Providence 8, R. I.

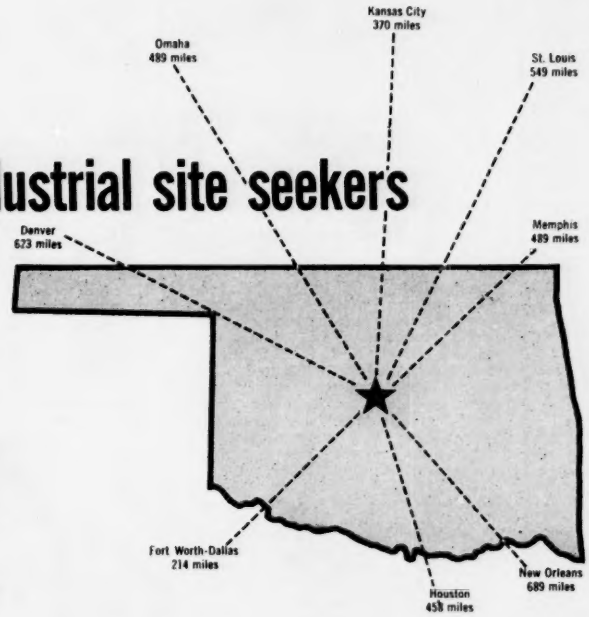
APRIL 28-29, 1961

Society for International Development, Annual Meeting, 1725 K St., N. W., Washington 6, D. C.

APRIL 30 - MAY 3, 1961

Chamber of Commerce of the United States, 49th Annual Meeting; Washington, D. C. Reservations: Hotel Reservation Office, 1616 K St., N. W. Washington 6, D. C.

information about Oklahoma City for industrial site seekers



Located at the geographic center of Oklahoma, and at the intersection of two major pioneer railroads, Oklahoma City has become the primary distribution center of the state and a major marketing center of the Southwest. Manufacturing has become prominent in Oklahoma City, largely because of the development of 14 well planned industrial parks or districts. Petroleum and livestock, in addition to manufacturing, are major industries.

The Rock Island has many choice industrial sites available in Oklahoma City. If the following information about this fast-growing community interests you, get in touch with us for more specific details. We'll work with you in strictest confidence.

LABOR: An intelligent, loyal labor force of 205,900 in the Oklahoma and Cleveland County area; increase of employment of 28% in 10 years; average education 11.7 years.

POWER: Nine generating stations with a generating capability of 1,136,900 KW with a planned expansion of 200,000 KW; controlled reserves of natural gas, the principal fuel, of 1,651 billion cubic feet.

TRANSPORTATION: The Rock Island and 4 other railroads; 5 airlines; 45 interstate truck lines; 18 local truckers; interstate bus service provided by 8 companies.

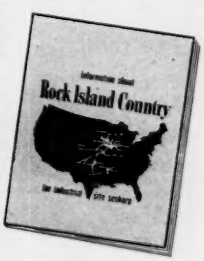
HOUSING: 25,106 new living units have been constructed since 1954; the most popular new construction sells in the range of $16,000 to $25,000, with the overall average sale value below this figure; construction of a new Central Expressway is upgrading marginal property.

THE COMMUNITY: 92 schools in the Oklahoma City Public School System with an enrollment of 63,000; 5 colleges and universities, 3 seminaries, adult education programs and excellent business colleges; 82 parks with a total of 9,924 acres; 22 hospitals with 2,300 beds supplemented by Veterans Administration facilities; 1.7 doctors per 1,000 population.

COMMERCIAL SERVICES: 1,050 wholesale firms; 4,500 retail outlets serving a 58 county marketing area; 4,000 service firms.

CLIMATE: Normal average temperature of 60.4°; average normal rainfall 30.22".

INFORMATIVE BROCHURE describes 12 key markets in Rock Island Country. This fact-packed "Rock Island Country" booklet, as well as further details on industrial sites in Oklahoma City, may be obtained by writing on your company letterhead to P. J. Schmidt, Manager, Industrial Development, Department 175, Rock Island Lines, La Salle Station, Chicago 5. The brochure and supplementary information will be mailed in a plain envelope marked "Confidential."



Rock Island

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Frank Gould ... 1930-1943
William Beury .. 1943-1955
McKinley Conway 1956

MANUFACTURERS RECORD
(IN REVIEW)

"What Enriches Any Region Enriches The Nation"

MARCH 1887 (AS ABSTRACTED MORE THAN 70 YEARS LATER) BALTIMORE, MD.

Progress of Reciprocity

Reciprocity with Barbadoes is already an accomplished fact, the legislative council of that colony having ratified the agreement a month earlier than had been anticipated. The new regulations went into effect the first day of this year. Besides the list of imports on which Barbadoes' old rate has been reduced 50 or 25 percent, there is another long schedule of articles on which other countries pay a duty of 8 percent ad valorem, while those of the same kind made in the United States may pass in free.

By the reciprocity treaty with Jamacia duties have been reduced on fully one-third of the articles heretofore exported from this country, those duties amounting from the year ending March 31, 1891, to $853,915, an average of 28 percent of their value. The average sum that would have been paid had the reciprocity tariff been in force would have been about $569,000, or an average of about 18 percent ad valorem. A large number of articles on which other countries must pay 12½ percent ad valorem, when sent from this country are admitted free. These include oats, all commercial seeds, dried vegetables, eggs, cattle, horses and mules, patent medicines, all kinds of paper other than stationery, clock and watch movements, printing materials, and pitch, tar and turpentine. Similar treaties have been made with British Guiana, the Leeward Islands and all the Windward Islands except Granada. For the year ending June 30, 1890, the imports of the United States from these islands amounted to $19,191,933, and our exports to them were valued at $10,085,555, making a balance of trade of $9,106,438 in their favor.

The President last Saturday issued a proclamation announcing the signing of a reciprocity agreement with Salvador. This will take effect the first of next month. The list comprises some fifty articles heretofore subject to duty that will be admitted free if produced in and exported from the United States. Besides various agricultural products and articles made from them which the South can supply if it chooses, there are also all forms of building lumber, shingles, staves, heads and hoops, packing boxes in pieces or mounted, many of the more common forms of cast and wrought iron, including kettles for salt boiling and sugar making, water pipes and plates for buildings. Here is another series of free markets opened by reciprocity to Southern products and inviting to Southern enterprise.

A Real Estate Congress

The National Real Estate Congress will meet in Nashville on February 17, 18, and 19. The object of this meeting is to form a national association of real estate agents, through which a more uniform system of transacting business may be established; to create closer fraternal relations between agents and owners; to encourage the organization of state associations and real estate exchanges in the various cities of the country; to direct legislation in reference to laws bearing on the transferring of realty, simplifying lien laws, mortgages, etc., and to elevate and dignify the real estate business in all its branches; to direct, as far as possible, the investment of money in those sections promising the greatest returns, and to discourage wild speculation in unpromising localities. This congress should prove of great value to all interested in real estate, either as owners or agents. A large attendance is promised from the West and Northwest, and while it is in no sense designed in the interest of the South, it would be well if the delegates from other sections could be given excursions to the coal and iron and timber regions of this section. Then, when the next meeting is held in the North or West, as it probably will be, the Southern delegates will have a chance to see the resources and advantages and study the business methods of those sections. The MANUFACTURERS RECORD hopes to see a full attendance at the Nashville meeting and a strong national organization effected.

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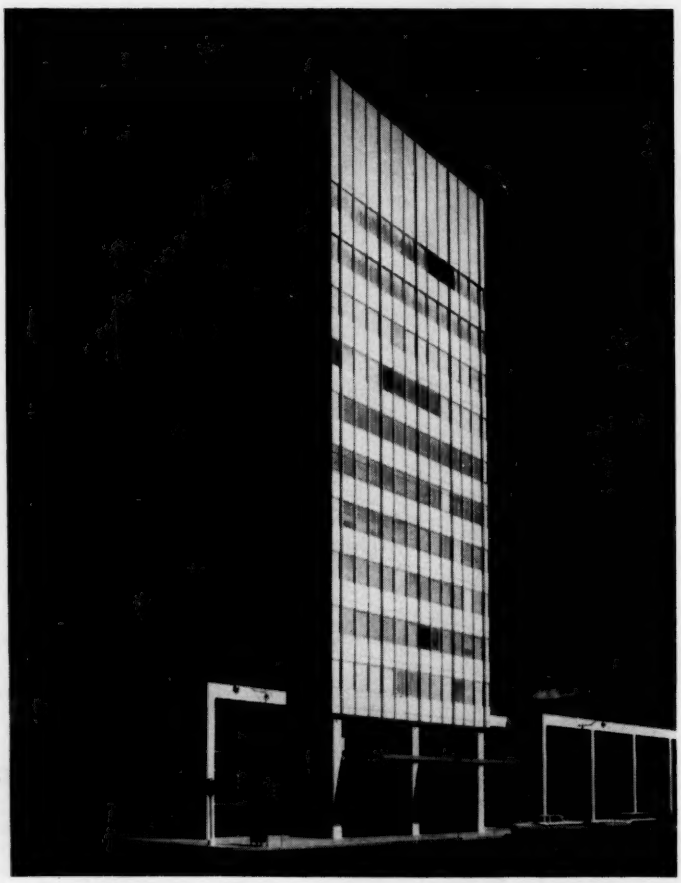
ODESSA, TEXAS

A BOOM TOWN WITH



Silhouetted against the deep blue of a clear Texas sky is Odessa's recently completed American Bank of Commerce Building. The structure, which cost $3.5 million to build, is part of the sparkling newness which characterizes much of Odessa.

A SOUND BASE

If you are looking for a southwestern location which has a combination of such factors as ample water, a strong transportation network, a reservoir of easily trained workers, and great natural resources, then Odessa deserves your particular attention.

By Jouett Davenport, Jr.

ODESSA. It's a well-established tradition that a Texan, wherever he may be visiting on the face of the earth, will soon find occasion to brag about his home state.

This fact applies, most assuredly, to the citizenry of Odessa, but it's a safe bet to say also that when you meet a resident of this thriving community you'll find a person ever ready, very willing and quite able to give you a super sales pitch that Odessa is THE place in Texas.

Our first impression of Odessa, gained before we had even been introduced to anyone here, was that this is a city sparkling with newness — the bloom of a boom with a solid foundation. As we drove in from the airport, we noticed the handsome new buildings — and more are on the way — which mark the downtown skyline, and subsequently we saw huge developments of modern and functional new homes.

Further, the school buildings here are as modern and well equipped as one can find anywhere. The streets of the city, unusually wide, give an additional impression of clean newness and space. As a result of these streets, a downtown traffic jam virtually never happens, and you can generally find an on-street parking place close to wherever you want to go. A number of parking lot areas also are provided for the convenience of shoppers and workers.

Unlimited Growth Potential

After getting settled in the recently-built, comfortable Lincoln Hotel, we set out to learn more about Odessa — the factors which enabled the city to have a spectacular increase in population of from 29,000 to 80,000 in the past decade, and what its continuing growth pattern is expected to be.

Our first interview was with Attorney John Ben Shepperd from whose office on the 12th floor of the new American Bank of Commerce Building you can get an impressive view of Odessa and the surrounding countryside.

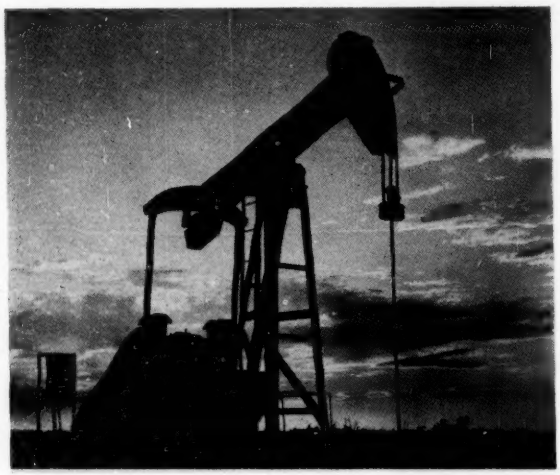
Besides being the new president of the Chamber of Commerce here, Mr. Shepperd is legal counsel for the Rodman-Noel banking, oil and ranch interests, is a former attorney general and former

Secretary of State of Texas, and a past national president of the Junior Chamber of Commerce.

"Odessa is fortunate," Mr. Shepperd declared, "in having outstanding leadership. We all work well together on projects to improve the city, to make it constantly more attractive, and it has been my experience that the entire populace is actively responsive to whatever drives or projects we may have under way."

Citing an example of local cooperation and enthusiasm, he recalled that last year a group of the city's top business and industrial citizens met and quickly raised from within the group a fund of $82,000 to finance the promotion of industrial development.

In further comment on local leadership, which he described as having "a wide base," Mr. Shepperd observed that Odessa is in fact as well as appearance a new city, and there is no one group or faction which dominates the affairs of the community.



This oil field "pump-jack" which gives, when in operation, the appearance of something animate slowly bobbing its head, symbolizes the great importance of the petroleum and petrochemicals industries in the oil-and-gas rich Odessa area.

Concerning teamwork, he said: "If an industrial prospect comes here and wants to know more about Odessa, we can always get a group together immediately to show him around, and in a matter of hours we can have all the information he needs to get the whole picture on the community and its advantages."

Mr. Shepperd stressed, too, that Odessa offers no special inducements to lure new plants, but an industrial newcomer can be assured of fair and equitable treatment and of getting all the help he may need both from city officials and local businessmen and industrialists.

"As I see it," he added, "we are just beginning to grow here, and our development potential is tremendous."

That view was emphasized also by Bailie Griffith, tire and appliance dealer here. "Odessa," he declared, "is already a big city. We now have a sound basis for the development of diversified industry, and I am very optimistic about continued rapid growth."

Mr. Griffith, who is an active leader in the Chamber of Commerce and a member of its industrial development committee, made the additional point that Odessa has had and is continuing to enjoy a high level of retail activity in practically all fields. He noted, for instance, that his own retail sales in 1960 were above those of the previous year. This is particularly significant in view of the fact that in many areas throughout the nation, retail sales last year were down from previous levels.

Mr. Griffith's company also wholesales Firestone tires and other products from a warehouse here, and in this connection he said: "Odessa has good trucking facilities, and we can make overnight shipments to all the key points in Texas."

The Newest Industrial Frontier

Odessa carries the slogan "America's Newest Industrial Frontier," and while there is good indication here that industry coming in will be more and more diversified in the future, the fact remains that petroleum will be the solid base for growth in the area for some time to come.

The city is atop a geologic phenomenon known as the Permian Basin which covers an area in southwest Texas and extends into southeast New Mexico. During the past two decades of swift growth the Basin has not only gained a major role in crude oil production for the nation but also has become an important part of the world oil picture.

Now, for example, the Permian Basin produces about 25 per cent more petroleum than the U.S.S.R. Actually, only one foreign country — Venezuela — exceeds the Basin in output.

The importance of this great resource was emphasized to us by W. D. Noel, president of Odessa Natural Gasoline Company and a partner in the extensive Rodman-Noel petroleum, banking and ranch interests.

"Odessa," he stated, "is in a dynamic growth

position, its potential having just been touched. Our proved oil and natural gas reserves in this area are sufficient to last 100 years." Mr. Noel said, too, that he foresees dramatic developments in the broad field of petrochemicals which will open whole new vistas for industrial expansion. "I think," he declared, "that this field is unlimited."

In other comment about Odessa, Mr. Noel pointed out that the city is the center of a major market area, is midway between the East and West Coasts, and is blessed with a high per capita income. He said also that although his business interests extend over several states, "I like to live in Odessa."

Huge New Plant Complex Being Built

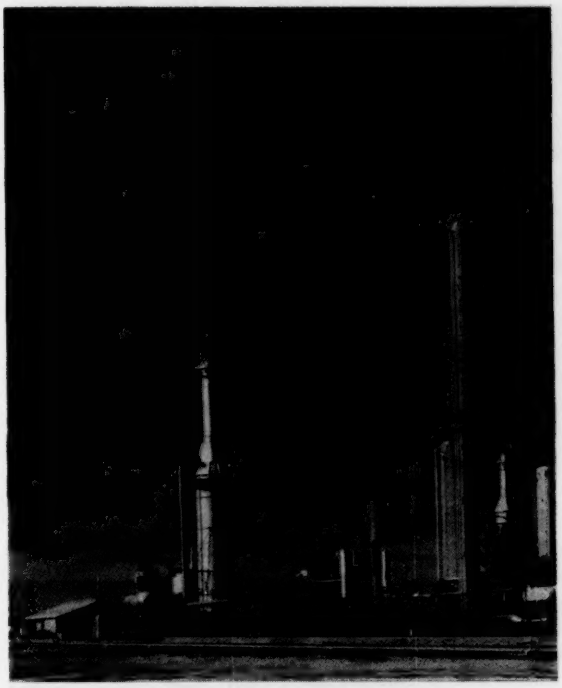
Mr. Noel's view about the future of petrochemicals here is further substantiated by developments which have taken place during the past few months.

The newest big project in Odessa, on which construction has already begun, is a multi-million dollar series of plants to produce and market materials for making plastic products. The complex is being constructed by Rexall Drug and Chemical Company and El Paso Natural Gas Products Company. The project will cost an estimated $71 million and provide employment ultimately for some 800 persons.

Commenting on the choice of the Odessa site, President Justin Dart of Rexall said: "We found the first requirement for the location — an ample supply of natural gas. Next we discovered the business and industrial climate was a most pleasant one in which to live. Finally, and probably most important, were the people in the Odessa area. They were vigorous, energetic, and like ourselves, expanding and growing for an unlimited future. Everyone is anxious to be of assistance in every way possible."

The first plant to be built will produce ethylene, propylene, conventional polyethylene, linear polyethylene and polypropylene. Additional units in the complex will produce hydrocarbons and olefins.

El Paso Natural already has extensive facilities in Odessa producing such chemicals as styrene, polyethylene and butadiene. To learn more about that, we dropped in for a visit with W. W. Mize, general manager of the company's operations in Odessa, and who also is the secretary of the Chamber of Commerce.



Shown is just a small portion of the sprawling El Paso Chemical plant in Odessa. The largest chemical complex located away from a major waterway, the facility is currently being enlarged to produce raw material for the Rexall Chemical Company which is building a chemical plant here.

Concerning the location of the facilities here, Mr. Mize explained that Odessa has a "package" of advantages that suit the needs of the over-all operation. The styrene plant was erected first, the Odessa site having been selected because of an existing market for the product. Then, Mr. Mize said, the company built a refinery in view of the growth and market possibilities in the area, and the polyethylene plant was located here because of the availability of raw materials, plus the fact that it conveniently tied in with the rest of the company's system.

"In addition to all that," he continued, "Odessa has excellent manpower and good housing, both better than in some other areas in which we operate, plus very fine schools." Another advantage he stressed was the existence in Odessa of heavy repair facilities, making it unnecessary for El Paso Natural to have its own repair shop.

Besides pipelines, the company uses railroad and truck facilities for transportation and has found them to be "very satisfactory." Mr. Mize noted, for example that via truck line it was only an overnight trip to Houston where big repair and replacement parts are available.

The company's present operation provides employment for 400 persons in Odessa.

Following our chat with Mr. Mize, we went next door to the big synthetic rubber plant of General Tire & Rubber Company and met Personnel Manager Bill Fleck. He told us that his facility very conveniently gets its butadiene and styrene from neighbor El Paso Natural Gas Products.

Discussing other advantages in Odessa, Mr. Fleck said he had been able to find an adequate supply of workers with mechanical aptitudes and ability to learn the exacting skills required in the plant. Current employment totals 260, he said.

"The general attitude of the people here," he continued, "is progressive and forward looking, and growth in Odessa has been fast but orderly. We also have a good business climate, and very cooperative city and county governments and chamber of commerce leaders." Mr. Fleck stressed, too, the efficiency of law enforcement here and the fact that this is "a wonderful place in which to live, on all counts, for one can live better here for less cost than in many other areas of the nation."

A Strong Financial Background

A corollary to the prosperity that Odessa enjoys has been the continuing rapid development of the city's financial institutions.

The city has four banks and three savings and loan associations. As of December, 1960, bank deposits here totaled $73.365 million, in round figures, while the savings and loan reserves were $27.373 million.

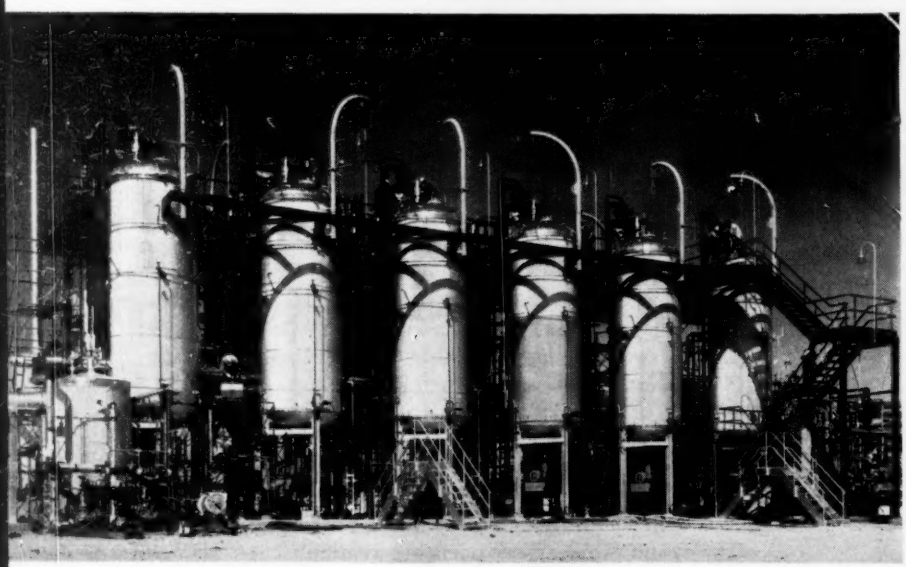
The banks here are the American Bank of Commerce, the First National Bank of Odessa, National Bank of Odessa, and First State Bank of Odessa. The other financial institutions are First Savings & Loan Association, Home Savings and Loan Association, and Odessa Savings and Loan Association.

An excellent example of growth here may be seen in the case of the American Bank of Commerce. The bank was organized in 1955, and since it began operations its deposits have increased from slightly more than $3 million to a current $16.6 million.

The bank's crisply modern new building, which we mentioned earlier, has two basement floors and 12 stories above ground, totaling 225,000 square feet of floor space. The bank operations occupy two floors, while the remainder is rented office space.

Lester W. Morton, president of the institution, said during our interview with him that the banks in Odessa "will go all out for new business, more so than in most other cities." He explained that the banks have this attitude "because we have unusual growth opportunities. Even recessions are felt less here than elsewhere, for we have a very stable industrial base."

Mr. Morton, who is co-chairman of the Chamber of Commerce's Industrial Committee, stated further that the school system in Odessa and the rest of Ector County is "the finest in the state." Other plus factors he mentioned were the avail-



Here is one of the massive units the General Tire and Rubber Company's Synthetic Rubber Plant has in its process for the production of synthetic rubber latex. The butadiene it uses is provided by the Odessa Butadiene Company, while the styrene comes from Odessa Styrene Company, both of which are operated by the El Paso Natural Gas Company.

ability of plenty of good industrial land and an adequate supply of lake and ground water. Since this is a geographic area where rainfall is sparse, this supply of water is a particular advantage for Odessa.

Looking to the long-range future, Mr. Morton predicted that when conversion of saline water to fresh in large quantities becomes economically feasible, and extensive areas of now semi-arid lands can be irrigated, agriculture will reach a place of importance around Odessa.

In a later interview with Ernest Schur, executive vice president of the First National Bank of Odessa and immediate past president of the Chamber, we learned that the First National has under construction a new eight-story building, an adjoining three-story parking garage and other facilities involving an investment of approximately $3 million. This is slated for completion in July, 1961.

"Our faith in the future of Odessa," Mr. Schur declared, "is exemplified by our new building." Agreeing with Mr. Morton's view that the banks here are very aggressive seekers for new business, Mr. Schur said that responsible industrial prospects can get needed financing through Odessa banking connections.

In his comments about the characteristics of the city, Mr. Schur emphasized such things as the effectiveness of its young, capable leadership, the cooperation of the citizenry on community enterprises, access to a variety of recreational activities, and the new 10,000-seat capacity coliseum.

"We not only have a great deal to offer industry," he said, "but also a well-rounded community offering the best in culture, recreation and education."

Equally enthusiastic about Odessa is Fred Homeyer, president of Home Savings & Loan Association.

Anticipating "big growth" in the future, he said, Home Savings has acquired a site on which it plans to build within two years greatly expanded facilities. Current assets of the institution now total $11 million.

"During the past year," Mr. Homeyer said, "the mortgage loan business has been very good, and we anticipate a continued high level of activity this year." He described the new housing here, the majority of which is for the middle income group, as being "substantial and of good quality." He noted also that some handsome "executive type" apartments have been and are being built here.

Calling Odessa "as nice a town as I've ever lived in," Mr. Homeyer said it is an ideal place in which to rear children, has fine living conditions, and is a thoroughly well rounded community.

New Housing and Land Development

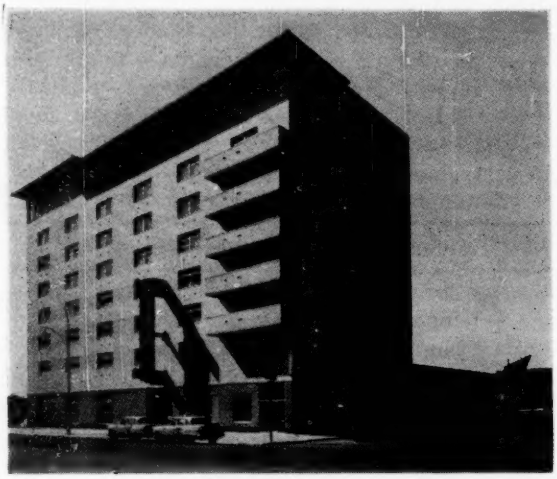
After touring the areas of extensive new housing developments in Odessa and viewing the acreages of land that have been and are being made available for industrial sites, we visited several men concerned in these activities in order to learn more about that growth pattern. And, to say the

The architect's sketch shows how the new First National Bank of Odessa building will look when completed. Construction on the new facility was begun in May, 1960, and the tower is scheduled to be finished by May of this year. The total project will cost approximately $3 million.

least, the story on new construction in Odessa is remarkable.

For example, President Bill Beck of Beck Homebuilders told us that if the need arose the rate of new home production here could be quadrupled in 60 days. He said also that housing can be produced here at a cost 10 per cent below the national average.

Explaining why this is true, Mr. Beck said: "We have stable land costs, make extensive use of component part construction, are careful and efficient in the purchase of materials, and we have skilled craftsmen who use imaginative thinking and who are high in per hour productivity. In addition, we have a strongly competitive market, plus a climate that allows year 'round building activity."



Another handsome and ultra-modern building lending prestige to Odessa's skyline is the Lincoln Hotel with its adjacent cabanas. The hotel has 175 rooms, a heated swimming pool, parking facilities for 200 cars, a coffee shop, barber shop and drug store, plus the Odessa Athletic Club on the top floor.

During the past 10 years, he added, his organization alone has built 2,000 new homes in Odessa.

After our chat with Mr. Beck, we went to see James S. (Jim) Key, president of Key Investment Company which, he said, is the largest firm of its kind in West Texas.

"Mortgage financing here is ahead of the national average," he observed, "and all I can see for Odessa is a continuing rapid pace of growth. I am sure, too, that there will be a sustained demand for the middle to higher income group housing that has been and is being built here. There are few vacancies here now, and most of those are in the lower income group type of homes."

Mr. Key stressed further that adequate financing is available, builders here have the ability and capacity to handle just about any kind of job, and there is plenty of available land already subdivided and ready with all utilities.

Agreeing with these sentiments was J. L. (Dusty) Rhoades, head of Rhoades Associates, Inc., land developers. "Tell us the kind of land you want, and we can find it in Odessa," he asserted. "Whether its for residential or industrial use, there is plenty of acreage on tap, and we can quickly supply all necessary services.

"Actually," Mr. Rhoades opined, "growth in Odessa will be limited only by the ability and ambitions of the people here, and I think they have a big supply of both."

Figures supplied by the City of Odessa Inspection Department show that in 1960 there were 747 new dwellings constructed with a total value of $14.687 million. An interesting commentary on the stability of the Odessa citizenry is the fact that of the single family dwelling units, 98 per cent of them are owner occupied.

Other figures from the Inspection Department, which substantiate Mr. Beck's comments, show that the cost of construction averages $10.50 per square foot for FHA or VA housing. Construction costs are $1 to $1.50 a square foot under the national average.

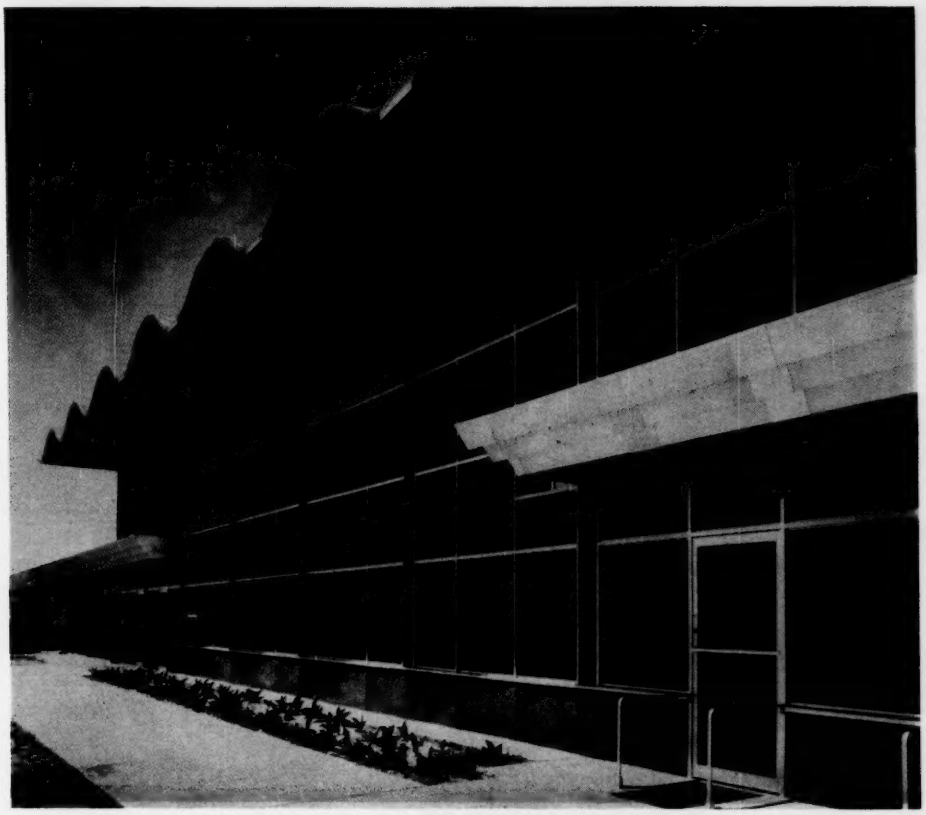
Another matter of importance is the orderly manner in which the city is developing. New areas are filling in before additional subdivisions are started. This eliminates undeveloped property in or near the middle of the city.

Near Or Distant Markets Easily Accessible

Located 327 miles west of Fort Worth and 287 miles east of El Paso, Odessa is close to important market areas throughout Texas, as well as in Oklahoma and New Mexico.

In the immediate trade area is a population of approximately 250,000 persons, and in Odessa alone the effective buying income is estimated at more than $181.4 million annually, or about $6,755 per family. Dollar retail sales, as of mid-1960, ranked 189th in the nation, while per household retail sales were 12th in the nation at $5,337.

Easy accessibility to these markets both near and distant is provided by an excellent system of highways, as well as good trucking, rail and air services. Crossing right in the city are east-west U.S. Highway 80, the route of new Federal Interstate Highway 20, and north-south Highway U.S. 385. State 302 also serves the city.



The unusually good transportation facilities serving Odessa include a modern and efficient airport which serves both this city and Midland. This new terminal building was completed in 1960. It houses Weather Bureau offices, passenger lounges, airline ticket counters and offices, and a complete restaurant. There is also an extensive parking area. The airport has runways 4,245 feet and 6,499 feet long, and an interesting fact is that there are more private airplanes per capita hangered at this field than at any other airport in the nation.

From the standpoint of motor transport, Odessa is particularly well situated, as it is the second largest trucking center in Texas. In addition to 35 trucking companies, eight common carrier motor truck lines operate 72 regularly scheduled trips daily in and out of the city.

Rail service is provided by the Texas and Pacific Railway which has adequate and thoroughly modern facilities in Odessa. Included are recently constructed freight and passenger stations, and there are many miles of main line trackage and sidings within the city limits. The T&P also maintains a fleet of delivery trucks for public use.

Of special interest to industry is the fact that the railway provides not only efficient service to and from points in Texas but also through transcontinental service. Present freight schedules call for third morning delivery from St. Louis and fourth morning from California.

In connection with the railway's operations here, Texas and Pacific's President J. T. Suggs, of Dallas, made this special comment:

"The Texas and Pacific Railway Company has long been active in the industrial development activities in the Odessa area. As the rail service facility in Odessa, we are well aware of the industrial potentials of West Texas and we will continue to exert full efforts toward the proper utilization of the resources, manpower and leadership of the community. In the work-a-day application of this aim, we incorporate the following projects in our industrial development program: direct contact with industrial prospects; use of our off-line sales personnel in following through on industrial location leads; preparing aerial photographs of industrial sites; visiting industrial prospects with representatives of the community; meeting with Chambers of Commerce and other civic leaders regarding specific industrial growth problems and participating in many other activities.

"Our Company is closely linked with Odessa and the other fine communities of our service area. We foresee a very bright future for the area and

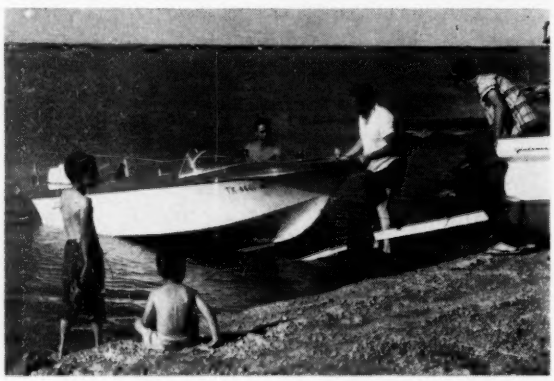
we pledge our best efforts toward the full achievement of this growth."

Around-the-clock air line schedules for passengers and air freight are provided by American Airlines, Continental Air Lines and Trans-Texas Airways in and out of the Midland-Odessa Air Terminal which is 10 miles east. As a result of the large amount of private traffic, the terminal is referred to as the "Executive Airport Capital of the United States." In addition, private and non-scheduled operators are served by the county-owned Ector County Airport located north of the city.

Supplementing all this are six passenger bus lines which have numerous schedules and connections in all directions accommodating both local and transcontinental passengers.

Young and Capable Workers

As stressed by the various businessmen and industrialists we chatted with, the workers in Odessa are of high calibre, quick to learn skills, and very dependable.



Since Odessa is fortunate in being close to big lakes, boating and other forms of recreation are extremely popular with the citizenry, and there is an average of one boat for every two families living here. This is Lake Thomas, one of three major sources of Odessa's water supply.

And, just as this is a young city it also has a young population. The median age is 26.5, and a fourth of the population is still in school, which means that an impressive number of capable workers are entering the labor market each year.

Latest available figures show that there are more than 2,000 persons engaged in manufacturing pursuits, while the total in non-manufacturing is approximately 30,360, including 350 in agriculture.

According to figures contained in Odessa's Registered Community Audit on file in the International Community Audit Registry maintained by Conway Publications, the prevailing wage rates are: Skilled, $1.85 to $2.85 an hour; semi-skilled, $1.50 to $1.90, and unskilled $1 to $1.50 an hour. Less than five per cent of the workers here belong to labor unions, and Odessa has the benefit, of course, of the Texas "right to work" law.

Figures supplied by the Texas Employment Commission show that the total labor force in Ector County is over 34,000, and unemployment amounts to only five per cent of the total force.

Further, the Commission estimates that within a 50-mile, easy-commuting, radius of Odessa there is a labor force of 57,000 persons. In that total, unemployment amounts to eight per cent, but the number of workers available for immediate employment is from nine to 13 per cent.

The Power for Continued Expansion

Electricity is supplied to Odessa through the facilities of Texas Electric Service Company, which has headquarters in Fort Worth, while Pioneer Natural Gas Company, Amarillo, is the supplier of gas.

In a special comment for this report, Texas Electric Service President J. B. Thomas observed: "We have found the Odessa Chamber of Commerce to be alert and capable and have watched with interest their excellent work in connection with bringing to Odessa some of the fine and substantial industries which have come to the city in the past few years. The Odessa area offers one of the finest sites for petrochemical and secondary manufacturing development in the country, and we expect their further efforts to bring additional industry.

"Texas Electric Service Company has always been optimistic about the Odessa area and its further growth, and has built its facilities with that in mind. Raw materials, a good labor market, ample fuel, water, and electric energy supply, and a business group accustomed to doing things well and in a big way, all mark Odessa as a substantial part of what we are pleased to call the 'Opportunity Frontier of Texas.'"

The company's service is single or three phase, 60 cycles, and at any one of the company's standard service voltages required by the customer. Non-standards types of service can be supplied through special arrangement.

Concerning Pioneer Natural's service here, Company President C. I. (Stoney) Wall had this to say: "Pioneer Natural Gas Company is in enviable position to serve the ever-growing industrial

Among facilities for surface storage of water in Odessa are these reservoirs which hold 80 million gallons. Plans are underway to build on this same site an additional reservoir to hold 400 million gallons. The filtration plant, in the foreground, will have its capacity doubled in the near future.

development of the Odessa area. Odessa is situated in the heart of the Permian Basin area of West Texas known throughout the United States for its oil and gas reserves. Exploration within a 100-mile radius of Odessa continues to locate and develop large new reserves of natural gas."

"Pioneer Natural," he continued, "has invested millions of dollars within the past decade in capital additions to insure adequate gas supplies to the ever-increasing domestic, commercial and industrial growth of the Odessa area."

Water in Plentiful Supply

The principal source for Odessa's supply of water is the mammoth water conservation project known as the Colorado River Municipal Water District.

Created by a dam in the southwestern corner of Scurry County is the Lake J. B. Thomas Reservoir in which the District impounds water. Covering an area of about 12.5 square miles, the lake at spillway level contains 204,000 acre feet of water.

To supplement this surface water source, the District has a group of 19 producing wells in the southern portion of the Martin County Well Field. Additional water comes from the well fields owned by Odessa, Big Spring and Snyder, the member cities of the District, from which they previously derived their water requirements.

With the present supply lines and ground storage facilities for Odessa, it is estimated that the city's supply will have a peaking capacity of 44.8 million gallons a day. That compares with a daily consumption peak of 26 million gallons in 1960.

In addition, water permits have been obtained by the District to impound another lake on the Upper Colorado River in Mitchell County. This lake, when full, would yield an estimated 75 million gallons daily.

Odessa City Manager W. E. Routh told us the current surface storage facilities here consist of two reservoirs, each with a capacity of 80 million gallons. "It is planned," he added, "that within a year or so we will construct an additional storage lake here with a capacity of 400 million gallons."

Besides the present and planned storage facilities, there are seven million gallons in underground storage and three million gallons elevated storage.

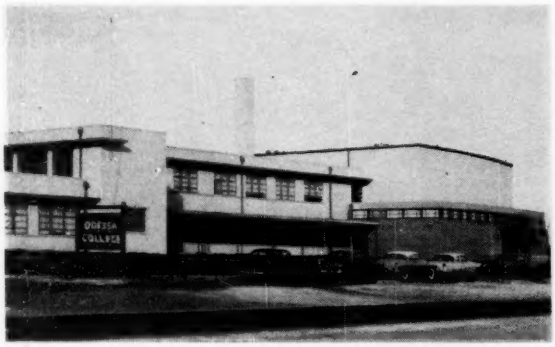
Mr. Routh said further that plans are underway to double the capacity of Odessa's filter plant, and constant improvements are being made to the water and sewage lines.

Important resources in the Odessa area in addition to water, and petroleum and gas include sulphur, gypsum and salt.

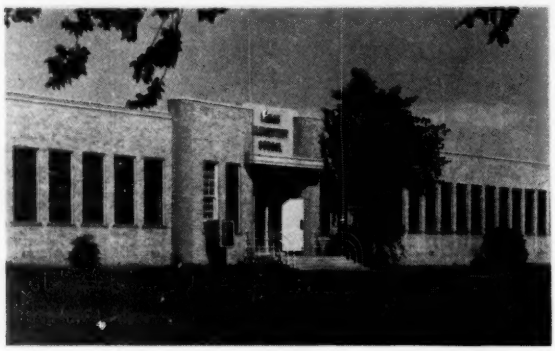
Several plants here are manufacturing sulphur from hydrogen sulfide gases, and two of the plants produce the mineral in pharmaceutical quality. The gypsum and salt deposits are in such quantity as to offer excellent opportunities here for substantial further development in their utilization.

Education to Suit Every Need

The public schools in Odessa and the rest of



Founded in 1946, Odessa College is a two-year school offering 125 general courses, and it also has a wide variety of approved professional courses. The school is noted for its classes in drilling technology which attract students from all over the world.



Lamar Elementary School is one of 27 such schools in Odessa. In addition, there are seven junior high schools and four high schools. The elementary schools have 13,417 students, while there are 5,169 in junior high and 2,928 in the high schools, making a total of 21,514 boys and girls attending school in the Odessa system.

Backing up the modern facilities, highly qualified teachers and extensive curriculum of the public school system here are outstanding libraries. This junior high library is typical of such facilities which may be found in the Ector County Independent School District.

the county are financed and operated by the Ector County Independent School District. The District is supported from ad valorem taxes.

During our interview with affable, enthusiastic Dr. Dwight Kirk, superintendent of schools, we were told that there are 24 elementary schools in the system, four junior high schools, two senior high schools and two combined junior-senior high schools. As of December, 1960, the enrollment totaled 21,514. Of these, 13,417 pupils were in elementary schools, 5,169 in junior high, and 2,928 in high school.

"We are in very good shape on facilities," Dr. Kirk said. "A new junior high was completed this past fall, and additions were made to six school buildings. A bond issue has been passed and the funds made available for the construction of two more new elementary schools as soon as the need arises."

Dr. Kirk described the school board as "forward-looking and progressive." He said the "outstanding" educational program covered a very broad curriculum, including music teaching in each school and good shop programs in the junior and senior high schools. There is also a qualified library in each school.

Dr. Kirk said further that there was a "very effective" terminal education program in the high schools for those who did not plan to attend college, while the graduation requirements for those who do plan to continue their formal education "meet the strictest demands of any college in the nation."

We received a first-hand impression of how modern and efficient the school system is during a visit to the new Permian High School which exemplifies the pattern of the system.

The huge and beautiful building, all on one floor, has such things as a magnificent auditorium, acoustically perfect and completely equipped for any sort of stage production; a smaller auditorium for speech classes; a music hall; well equipped gymnasiums; extensive laboratory and shop equipment, the latter including metalworking and woodworking facilities, and many other features. A sidelight on the prosperity of the area is the fact that the parking lot of the school was filled with hundreds of late model automobiles.

For children with special problems, the Sam Houston Elementary School houses four types of special education. These include four units for orthopedic cases, one unit for the hard-of-hearing, one unit for the partially sighted, and speech

therapy classes.

Also located here is Odessa Junior College which, since its opening in 1946, has been rated as one of the outstanding junior colleges in Texas. Its faculty of approximately 100 full and part-time instructors places it among the group of large institutions of higher education in the state.

The college offers not only an opportunity for higher learning to high school graduates but also courses of study for all persons in the area who desire credit toward a degree or instruction to increase their skills in a number of fields.

Among the things offered are 125 general courses, including a wide variety of pre-professional courses for students who want to become physicians, lawyers, engineers, or members of many other professions. The evening school also offers complete two-year academic courses.

The six divisions of the school, each of which is subdivided into several departments, are Arts and Sciences, Fine Arts, Business Administration, Education, Engineering, and Technical and Vocational. Among the short courses offered, each covering a variety of subjects, are Special Interest courses, Industrial Education, Distributive Education and Homemaking.

Unusual for a junior college but certainly of great importance in this area is the institution's School of Drilling Technology. The school meets for six weeks, twice a year, and is the only one of its kind in existence. Attracting students from all parts of the world, the school is sponsored jointly by Odessa College, the University of Texas Division of Extension, and the American Association of Oil Well Drilling Contractors.

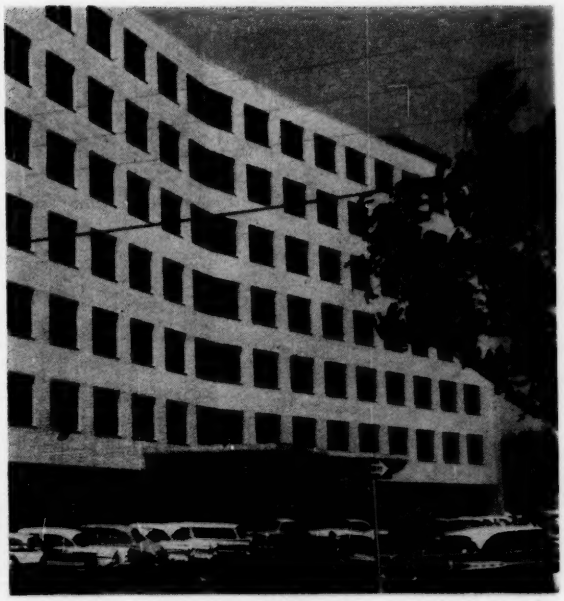
Odessa College has a full time enrollment of around 900, but total enrollment, including the night classes and short courses, is usually in excess of 2,700.

A Community of Outstanding Services

An essential factor for the successful, orderly growth of a city is the extent and quality of the community services. In the case of Odessa, it might be said that the proof is in the pudding, for the evidence is obvious, but what this city has to offer deserves further elaboration.

In our conversation with City Manager Routh, for example, he stressed that the police and fire departments here are recognized as among the best in all of Texas.

The Odessa Metropolitan area is covered by 103 police officers. For patrols in the county the Sher-



First opened in 1949, Odessa's Medical Center Hospital now has a capacity of 350 beds and represents an investment of more than $4.5 million. This new portion was completed during 1960, increasing capacity by 308 beds and 72 bassinets. Another 100 beds can be provided in the present building when necessary.

Since Odessa is a city of church-goers, it's hard to get out of sight of dignified and beautiful churches here. Altogether, there are 91 church buildings representing virtually all faiths and denominations. Shown is the Parker Heights Christian Church.

Looking nothing like the fire house of old, Odessa's newest and streamlined fire station is one of seven helping to protect the city's property from fire damage. Mobile equipment in the fire department includes 19 pieces equipped with two-way radio.

The varied recreational facilities in Odessa include five municipal swimming pools like this one. There are also 27 city parks, 15 tennis courts, and extensive playground equipment, plus 18 tennis courts on school property and six at Odessa College.

Adding materially to the cultural background here is the Odessa Symphony Orchestra which not only provides fine musical programs for music lovers but also an opportunity for talented musicians to practice their skill.

iff's office has a staff of 24 deputies and eight, two-man cars. All motor vehicles have a two-way radio.

The 115-man fire department has 19 vehicles equipped with two-way radio, and these provide fire protection for all of Ector County. There are six fire stations in the city, one of which was recently constructed.

For health care the Medical Center Hospital here has a total of 450 beds, 240 of which are in a recently built addition, a number of medical clinics, and a full complement of physicians, surgeons and dentists. Also in Odessa are the Ector County Crippled Children's Treatment Center and Texas' most complete training facilities for mentally and physically retarded children.

The daily newspaper here is "The Odessa American" of which Vern L. DeBolt is publisher. The paper has a circulation of 35,000, and Mr. DeBolt told us that in the period 1947 through 1960 its advertising lineage increased by 220 per cent — an excellent indication of growth here.

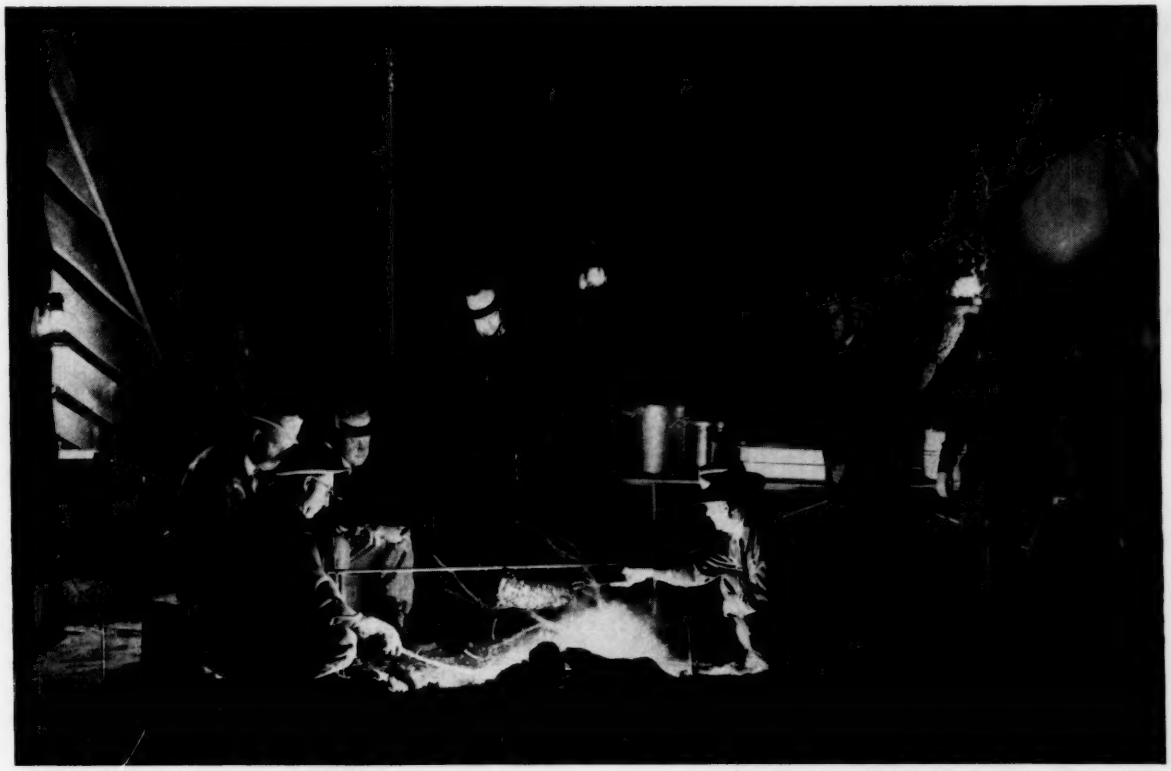
The publisher said further that the plant of the newspaper had been expanded from a total of 14,800 square feet in 1951 to a current 30,000, plus the addition of new presses. "The expansion represents an investment of $500,000 which shows our faith in Odessa's future. We are," he continued, "just on the threshold of industrial development, for we have progressive people and the natural resources — plus an ideal location in relation to all the key cities in Texas — to foster continued growth."

Odessa has four radio stations and one television station, but good TV reception is received from two other stations in the area. The city is headquarters for the Trigg-Vaughn group of three television and three radio stations, and Odessan Cecil L. Trigg is president of the organization. The Trigg-Vaughn stations here are KOSA and KOSA-TV, while the other stations are KRIG, KECK and KOYL.

Mr. Trigg, a dynamic, buoyant personality, made the statement in an interview that within the next 10 years the population in the Odessa-Midland area will reach 250,000. "The Odessa trade area," he declared, "is really tremendous country."

Things to Do In Odessa

Odessa also has cultural and recreational services and facilities which, as the various men we chatted with emphasized, are suited to meet the



Unique in Odessa is the famous Chuck Wagon Gang which is comprised of 250 business and professional men who are known as the city's "Good Will Ambassadors." The men travel, as a unit, to events all over the nation and serve special barbecue dinners. Here a part of the group, dressed in their special cowboy outfits, do a bit of barbecuing.

needs of all groups and ages.

A good example is the Ector County Library which has more than 55,000 books that are used by more than 40,000 registered borrowers. The library, which underwent a $96,000 expansion program in 1957, doubling its size, also maintains a branch plus a Bookmobile service which covers the smaller communities and schools in the County.

The city has a full complement of civic, social and service clubs, 120 in all, which contribute materially to the growth and cultural development of the community.

The center for spectator sports and other activities is the Coliseum. It accommodates rodeos, industrial exhibits, theatrical performances and various other shows and athletic contests. Additional events are staged at Barrett Stadium, which seats 20,000; American Legion Stadium, which seats 3,500, and the Ector County Auditorium, 2,000 seats. The field houses of the schools and Odessa College also have excellent athletic facilities.

Five modern theaters, which have a total seating capacity of 5,036, provide motion picture entertainment, and there are also five suburban drive-in theaters with a capacity of 4,633 automobiles.

Further, Odessa has a total of 208 acres devoted to parks and recreational areas comprising 27 different facilities. Included are eight community buildings, five swimming pools, eight baseball diamonds, several basketball and tennis courts, as well as all types of playground equipment, picnic areas, and so on.

Odessa's strong religious background is attested to by its 91 church buildings representing all faiths and denominations. Many of these buildings are new and unusually attractive.

Of particular interest here is the Permian Basin Oil show which is held every second year. Odessa alternates years with Tulsa, Oklahoma, where an oil show also is held biannually. The 1960 four-day event here attracted a total of 173,000 persons. Shown were more than 500 petroleum industrial exhibits valued at $20 million.

The show in Odessa is held at the Coliseum, but a 100-acre tract has been donated by local citizens

Odessa community leaders, gathered to discuss plans for future industrial growth, are (left to right) W. D. (Bill) Noel, president of Odessa Natural Gasoline Company; John Ben Shepperd, president of the Odessa Chamber of Commerce; Lester Morton, president of the American Bank of Commerce and co-chairman of the Industrial Development Committee; H. H. (Pat) Simmons, president of the First National Bank and co-chairman of the I. D. Committee; E. M. Schur, executive vice president of the First National and immediate past president of the Chamber, and Charles Perry, president of the First State Bank.

This report on the opportunities for industrial expansion in Odessa was made by the staff of INDUSTRIAL DEVELOPMENT under the auspices of the Odessa Chamber of Commerce. Reprints of the study may be obtained without charge from Ray W. Hedges, executive vice president, Odessa Chamber of Commerce, 211 West Third Street, Odessa, Texas.

for the location of permanent exhibit buildings, and plans are underway to carry out this development.

Along with all this, Odessa has a unique organization, which has gained national recognition, known as the Chuck Wagon Gang. It was organized in 1940 by a group of 25 men, and its original purpose was to serve meals to the graduating classes at the U.S. Air Base in nearby Terminal.

From that beginning it has grown to an organization of 250 men who are known as "Ambassadors of Good Will for Odessa." With trucks, a station wagon and portable pits for cooking barbecue, the Gang stages periodic "feeds" for gatherings in various parts of the nation. So far they have fed more than a million, having dispensed their special meals to as many as 18,000 persons at one event. To belong to the Gang, a man has to be first a member of the Chamber of Commerce and is voted in by the members. Each man buys his own western outfit and other Chuck Wagon Gang regalia.

A City-Wide I.D. Team

As we stressed at the beginning of this report, a citizen of Odessa is, per se, a salesman for Odessa, but the key leaders behind promoting the city as a location for new industrial plants are the members of the Chamber of Commerce and its Industrial Committee, as well as the Chamber staff.

Ray W. Hedges, executive vice president of the Chamber, is armed with statistical data, in great detail, covering all aspects of the economy of the Odessa area and is set to give a complete answer to just about any question you might have about site selection and plant location factors here. In fact, we have rarely encountered a city of any size which has as complete and up-to-date file of information as that maintained at the Odessa Chamber of Commerce.

Working closely with Mr. Hedges, of course, are Industrial Committee Co-chairmen Lester Morton, who was quoted earlier, and H. H. (Pat) Simmons, president of the First National Bank, who always stand ready to give a cordial welcome to any prospective industrialist.

As Mr. Simmons put it: "We have what it takes to keep on growing here, and I certainly have no qualms about the future."

Taking a look at the conditions which in today's complex industrial set-up are resulting in less returns on greater sales, a physical distribution expert examines in detail here the possibilities for cost-cutting through establishment of assembly plant operations. He lays stress on the concept that, "All the factors of plant location are present once research indicates the feasibility of an assembly plant."

THE GROWING COST PROBLEM OF PHYSICAL DISTRIBUTION

By Arthur E. Gogol

The purpose or goal of a company has been defined by many people as being "to make a profit." Naturally, this term also implies maximum return on investment by employing assets as effectively as possible to meet the needs and desires of customers, stockholders, employees, and the public. Unless the know-how, efforts, and programs of the various functions are coordinated on a practical basis, these assets are not being utilized to the maximum. Too often a cost reduction in one department is nullified to a great extent by increases in other departments.

The recent emphasis on "Profit Squeeze — Less Return on Greater Sales" appears to indicate that certain companies may have experienced mere expansion, not true economic growth.

Physical Distribution, or delivery of manufactured products to the ultimate user nationwide, has become more of a cost, sales, and profit problem in recent years because of:

A. Wholesaler cost and inventory reduction efforts.
B. Plant expansion and automation causing need for greater volume, often attempted through expansion of geographic market area.
C. More competition on a nationwide basis causing more markets to be much more competitive, both delivery time and pricewise.
D. Trend to more special styles of a product.
E. Greater trend toward obsolescense through faster new model changeover.

History indicates that in the United States, even after the expansion of the nation to 48 states, many manufacturers limited their marketing-merchandising efforts to a regional basis. Improved transportation facilities, nationwide communications for advertising, larger and automated plants, mergers or purchases by corporations with policies of national marketing increased the change toward greater nationwide marketing and physical distribution.

The Wholesaler-Distributor who desires to expand his volume of business without a corresponding increase in inventory and physical plant can do so in many instances by the use of direct (from manufacturer to his customers) shipments. The primary deterrents to use of this concept are:

Arthur E. Gogol, of Avon Lake, Ohio, is a consultant in physical distribution, including transportation, warehousing and packaging. He has had extensive experience in the field with a rail carrier, steel company, as a civilian in military transport, and with Westinghouse Electric Corporation. In addition to taking Westinghouse management courses, he attended Duquesne University and the University of Pennsylvania. He has been an Interstate Commerce Commission practitioner since 1951.

A. Quantity discounts that are relatively substantial and not permitted when deliveries to different points are requested.
B. Transportation charges that are collect or the responsibility of the distributor.
C. The time cycle of a particular company for orders to be processed and delivered. (Whether this lead time is competitive is the important sales factor to the Distributor.)

Unfortunately for the manufacturer, the deterrents in themselves have often not solved their problems. Industrywide pricing term disruption, greater amount of paperwork and greater inventory control problems are symptoms of this. Progress has been made through use of mechanical computers, methods analysis, and paperwork simplification. As yet, however, physical distribution research and coordinated control, a major tool in preventing and overcoming the problems mentioned for many industries, has not come into widespread practical operation. Periodicals, such as the July 1960 issue of **Nations Business,** are highlighting the trend toward less profit per unit of sale and indicate that greater research and creativity are now required in Marketing, including Physical Distribution.

This article was originally envisioned as a method of germinating top management interest in the possibilities of a greater return on an expansion investment through an assembly plant concept. It has been broadened to assist firms in their research planning of an assembly plant. It has been the writer's experience that only through a research approach can all the factors and functions involved in an assembly plant concept be considered on a coordinated basis.

Although automotive assembly plants are well recognized, relatively few other producers have utilized, or even researched, the assembly plant concept. Data on this subject in business libraries is very limited or not available.

A plant expansion decision develops through various stages. These normally are:

A. A problem to be solved — need for modernized or additional facilities, competition, diversification, growth, etc.
B. The type of expansion decision.
C. Regional area location, if other than local enlargement is decided upon.
D. Particular town and plot of land.

Should You Expand?

This article will not attempt to indicate that a 20% or more return on assets is always attainable through an assembly plant nor that an assembly plant, in itself, will solve all of management's expansion problems. It will stress that, if an expansion of the present facility for fabricated products appears desirable or necessary, an assembly plant is a sound alternative to explore. It can assist in making the expansion growth economically sound. It may be that a complete plant in a new regional location is highly desired or deemed necessary but such a sizeable financial investment cannot be secured or justified. A minor modification and assembly plant does:

A. Require a much smaller investment, thereby making an expansion more feasible.
B. Provide an intermediate step toward future complete manufacturing operation if sufficient land is purchased, etc.
C. Provide a method to meet competitive customer service that cannot be solved through local warehouses because of special styles, cost, etc.

Why an Assembly Plant?

A. A regional minor modification and assembly plant provides additional marketing, etc. benefits compared to an enlargement of the present facility.
B. Volume dispersion hazards to automation, etc. are reduced at the basic plant with an assembly plant compared to a complete regional manufacturing facility.
C. Less set-up time and expense is required to place an assembly plant in operation.
D. Existing physical properties and industrial development programs can be utilized with greater flexibility because of less stringent requirements.
E. Labor costs at an assembly plant are not as critical a location factor as a less skilled type of labor is required and the assembly portion is a small percentage of the total labor involved in producing a unit of the product.

An Increased Return on Investment

A. Increased present regional market participation.
B. New marketing areas may now be profitable.
C. Reduced inventories.
D. Reduced freight costs.
E. Reduced costs of obsolescence.
F. Overcoming a poor location of a basic plant.
G. Reduced import costs.
H. Improved export possibilities.
I. A simpler decentralization concept.

Other indirect effects on investment results are: gaining local product identification, reduced and improved communications, improved sales control. Costs and time are the key competitive factors by which assembly plants have increased regional market participation over 100%.

Previously it was indicated that field inventories could possibly be reduced. A regional assembly plant will eliminate one or more present field warehouses. A great many firms have experienced great growth in the number of standard and special styles in fabricated products. A program of carrying inventories in the component parts stage at the basic plant is normally not possible without field warehouses and still adequately serve the distant nationwide markets. An assembly plant in a distant region, however, does permit a greater portion of the inventory to be carried in the component parts stage, standards as well as specials. The extent to which this is possible depends on the lead time necessary to fill the great majority of the orders. An assembly plant six to seven days closer to the customer or utilization point makes the difference. There is no question but that delivery on specials is more competitive. A reduction in regional field inventories of 25% is not out of the question.

It has been the author's experience that unless products are sold at a value of approximately $1.75 per pound or greater, the alternative of flying products in lieu of field warehousing could not be justified. A substantial reduction in present air costs or packaging could change this.

Transportation Cost

1. Freight rates on Stampings, Unfinished Shapes, etc. are much lower than on finished products. Depending on the material, type of finished product, and distance, a cost reduction, if previously shipped in carload lots to a warehouse, would normally range from 25% to 50% without negotiations. Negotiations could extend the cost reductions range from 40% to 60%, or cover component parts in a more complete state. The important factor here is maximum loading of the cubic capacity of the car and maximum density through nesting, etc.

If the product, in an assembled state, is very bulky or a substantial proportion of the product is sold or shipped in less than truckload or carload quantities, it is possible that the cost of freight from a basic plant to the assembly plant could be as low as 20% - 25% of present costs. The regional area of marketing and freight negotiations and control at the assembly plant location will determine what the final cost reductions on freight will be. (It must be clearly understood that negotiations on reduced freight rates can be long lasting and stable only if the final result still produces a reasonable profit for the carriers involved.)

If your present costs for transportation to an assembly area, such as from the East to the West Coast, presently are 12% of the sales price, or $9.00 per 100 pounds, the assembly plant cost on parts could drop to as low as $2.50 per 100 pounds, with an actual cost less, due to elimination of packaging weight being shipped. The assembly freight cost inbound, therefore, could conceivably be 3% or less of sales, and, if 3% is allowed for average, mostly small lot redistribution, then the resultant 6% savings could be applied to any additional overhead, lower prices for greater volume, or larger profits. The above generalization could apply to a product valud in the neighborhood of $75 per 100 pounds.

There may be products w[illegible]ein the savings on freight alone could justify the erection of an assembly plant for a high return on assets. However, the author wants to emphasize that one or more of the other factors cited would more often be required, in addition to freight savings, to justify a decision to operate an assembly plant.

2. If the finished product has a density of 15 or less pounds per cubic foot, packaging may account for 10% to 20% of the total shipping weight of the finished product. On Fluorescent Lighting Fixtures, cartoned individually, for example, the average of the package weight appears to be approximately 15%. On this type of product, therefore, an additional cost reduction is possible as 8% to 13% less toal weight would be charged for in shipping the parts the many miles to the assembly plant. Carriers can and do provide for "free" movement of pallets and skids to assist in reducing damage and will often provide "Damage Free" boxcars with built in blocking and bracing necessitating a minimum of packaging for safe delivery of maximum size loads.

3. Rush deliveries over long distances usually require a number of carriers. Expediting costs are reduced through an assembly plant as local deliveries normally with one carrier require less communication and labor cost. An assembly plant location near a port can materially assist the export sales effort.

4. Damage in transit is normally rduced as the material moves the greater distance to an assembly plant in a manner less susceptible to damage.

5. Negotiations for delivery from an assembly plant can be more easily accomplished if a substantial volume can be delivered within the same state or with a one carrier route. Private trucking operation, as an alternative, is also more practical to control over shorter distances.

6. Parts that are purchased for the basic manufacturing plant, such as packing material, nuts and bolts, etc., can usually be purchased at the assembly plant location, often at the same unit price with a lower delivered cost on inbound freight and eliminating the need to re-ship the material to the assembly plant. Purchased services may be more available and at lower cost because of a better location.

7. If major components are purchased on a delivered price basis and then installed at the manufac-

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turing plant, a substantial amount of handling and transportation costs can be reduced. Motors purchased for gear-motor products can be an example.

8. Local less distance hauling and handling at an assembly plant may permit reduced packaging as the product is exposed to less risk of damage. Return of re-usable palletized and other special packs are more practical over shorter distances.

9. The traffic technique of stopping-off to partially unload may now be possible if previous quantity of orders seldom permitted combining orders into truckloads or carloads. This may provide a service improvement and a cost reduction to areas enroute, not be served by the assembly plant.

10. Partial shipments of an order incur less additional transportation cost because of the shorter distance from an assembly plant.

Import-Export

An assembly plant in this country, if located near a port site, may make it practical to purchase some parts from a foreign source at lower costs, in addition to low present and future water transportation. The dollar exchange amount is reduced and simplified when material is sold and purchased from the same foreign country. It is possible, under certain circumstances, to receive a refund of U. S. duties (over 90% on raw materials received from Canada) if the product manufactured therefrom is re-shipped to Canada. It is not out of the realm of probability that a Canadian "Order in Council" could also be obtained if a new assembly plant was contemplated in a depressed area in Canada or if the parts manufactured in the U. S. A. from Canadian raw material made it possible for the Canadian firm to substantially increase their sales. An Order in Council can nearly eliminate the cost of custom duties into Canada as a major problem. There are reduced custom charges applicable between certain countries, such as comprise the British Commonwealth and the European Common Market. A foreign operation may, at times, permit the re-use of the most recent obsolete tools and dies.

Labor Costs

A firm with a direct labor bill of $5,000,000 on sales of $12,000,000, with an assembly plant in Ohio serving 25% of the total market, could increase their total direct labor bill 1% to 3% if their present plant were in a low labor cost location. This percentage would be determined by the portion of labor assigned to an assembly plant, as well as the location in Ohio (**Industrial Development,** November, 1960, Page 83, provides excellent data as to "Wage Levels in 500 Communities"), considering semi-skilled and unskilled assembly and finishing labor. A high labor cost present plant location could conceivably experience no direct labor increase, including direct supervision An assembly plant would be difficult to justify if freight and inventory savings do not more than overcome any such handicap.

Few firms are able to fully overcome the loss of sales and the cost tag of additional warehouses, additional freight costs, increased inventories or lead time, added communications, and travel and sales promotion costs as well as less engineering and other contacts due to a poor manufacturing location.

Research

1. Must be a definite, primary assignment of two or more men capable in developing and analyzing the present system and policies for necessary changes.

2. The factors of sales, marketing, purchasing, inventories, assembly operations, transportation, packaging, materials handling and control must be considered on a coordinated basis.

3. The following critical items should be estimated:

A. The incremental sales volume must be forecast based on this type of operation. If lower competitive prices are necessary to secure this volume, the effect on profit margins must be determined. Prepaid and Charge freight terms can change the transportation cost to the producer as well as delivered cost to the customer by using the assembly plant instead of the manufacturing plant as the basing point.

B. Based on the practical break-off point for minor modification and assembly in the field, determine what facilities would be required and cost of same.

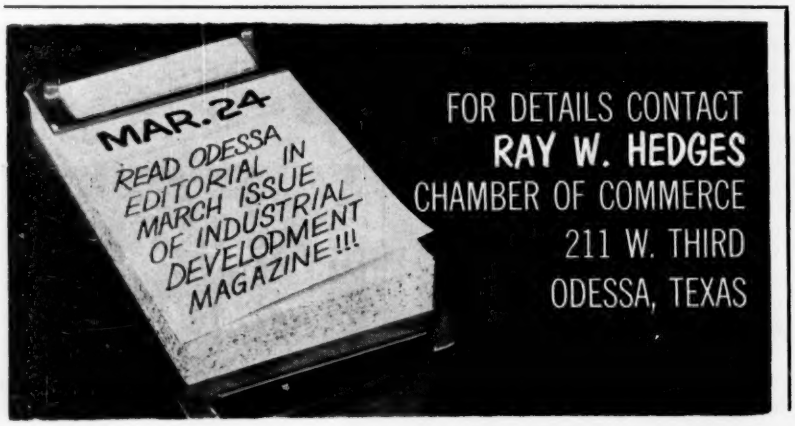
C. Determine the reduced costs of freight, inventories, etc. based on the estimated new volume and pattern of sales.

D. These tentative conclusions should then be followed up by more detailed implementation studies, if justified, including contacts with carriers, etc. if necessary.

Conclusions

All the factors of plant location are present once research indicates the feasibility of an assembly plant. It would be absurd to so locate and broaden the area served by the assembly plant that the reduction in delivery costs and transit time are nullified for marketing.

Projecting the new inventory, labor, and other costs, along with the increased sales forecasted, into an expected Profit and Loss Statement for five years ahead is a tool and concept that can appreciably aid management in a decision of Yes or No, When, etc. Physical Distribution research, to be practical, must have experienced "know-how" applied to measure the contrary factors and expected costs that could occur based on the new operations.



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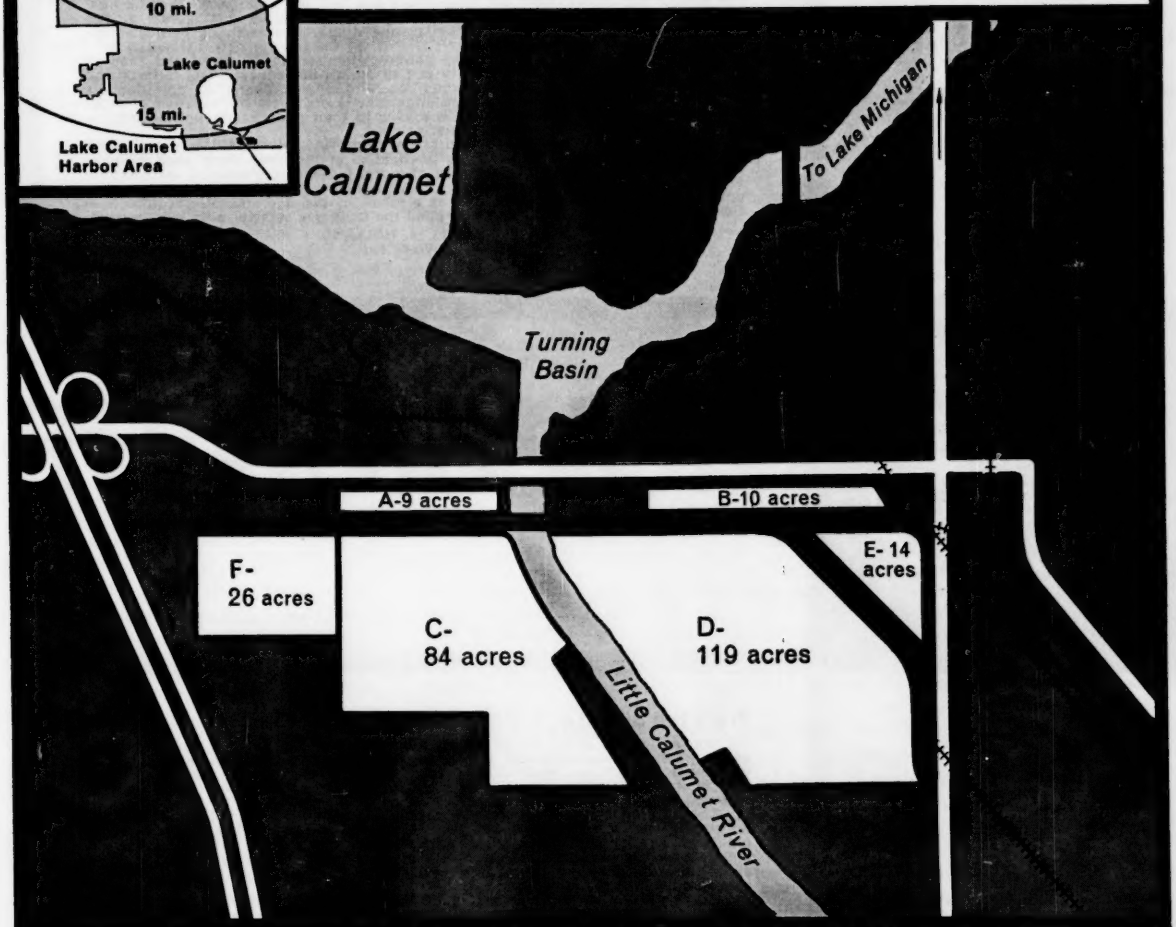

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From the President's Desk:

In contemplating the purposes and activities of the American Industrial Development Council, high tribute should be paid to the Founders of the Council who "planned wisely and well" during those early meetings 35 years ago. George C. Smith and Colonel C. P. Wood, eminent Life Members of the Advisory Board, are still active in the organization and continue to exert a stimulating influence on current policy and activity.

Today, the Council continues to "provide a medium for conference and interchange of ideas on principles, practices and ethics in the field of industrial development"—as expressed in the Constitution and By-Laws. The Council has no authority to create or establish policy binding upon its membership, but is concerned with "practices and procedures in the field of industrial development."

In recent years, A.I.D.C. has broadened its concept to include many other aspects of community development—with the knowledge that industrial development and community development are inseparable and that the professional in this field must be alert to all the needs of his community in order to intelligently pursue the objective of "expansion of productive and distributive facilities in a community or area."

Council members are now giving serious attention to programs designed to enhance the general business climate and to enrich the educational, cultural and recreational attributes of their communities. And finally, nearly all professionals have come to realize that it is just as important to strive for the solution of problems affecting existing industries, with a view to their good health and expansion, as it is to go after brand new industrial payrolls.

The Council has embarked on a program to provide more tangible benefits and services to its members. Through the publication of the Hand Book each member will be in possession of a compendium of current, useful professional information. Findings of the Planning Committee will be available prior to the Annual Conference in Dallas, and it is hoped that as a result of the Committee's recommendations further action will be taken to expand the Council's service to its membership.

—LEWIS M. HOLLAND
AIDC President

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A SIGN OF

From the Secretary's Desk:

Started in 1926 as an informal discussion group of industrial bureau managers of chambers of commerce and similar organizations, the American Industrial Development Council has reached its present size and standing by fulfilling to the best of its abilities the purposes of the Council as first expressed following the 1926 conference.

These purposes are well worth repeating: "To promote among its members an informal exchange of ideas, practices, ethics and procedures having to do with industrial development work; to provide a medium through which, by means of meetings, correspondence and study groups, various fundamental practices may be developed which will be of direct assistance to all engaged in industrial development work."

It will be seen from the above, then, that the Council is a cooperative group, its members willing and eager to exchange information with each other to raise ever higher the standards of conduct in the profession of industrial development.

Each member of the Council subscribes to a code which, among other provisions, requires the highest ethical standards in professional relationships.

The motto of the Council pinpoints its interpretation of ethics, Integritas Erga Omnes—integrity toward all. Honesty in all actions is implied, whether dealing with the industrialist, the community, the utilities, the transportation agencies, or others with whom contact is made in industrial development pursuits.

This one provision of the Council's Members' Code—high ethical standards—has been emphasized among the members more than any other, for it is recognized that this is the keystone of industrial development efforts.

—J. HUBER DENN
AIDC Secretary

The members of the American Industrial Development Council are, by background and training, equipped to give you professional assistance in your site selection process. And through the expansion of programs designed to instruct and inform its members, the AIDC has taken the lead in establishing high standards of ethics and procedures in the development field. Today, there are more than 800 specialists active in this professional group and these members are, generally speaking, well-informed and prepared to supply you with basic location data.

PROFESSIONAL AID

By Ronald K. Hill

OF THE 11,000 plus development personnel throughout the United States and Canada which site-seeking executives can call on for service, one relatively small association can claim among its membership a high percentage of the top professionals in the field. This group is the American Industrial Development Council, which is composed of more than 800 specialists in almost every type of development organization.

Through annual conferences, newsletters, publications on bibliographies and technical information, and other activities, the AIDC is striving to promote the use of standard procedures and techniques in serving the expansion-planning executives.

AIDC also strongly advocates high ethical standards. In fact, this is one of the main reasons why the Council was formed. In the early 1900's many communities were making excessive claims of "give aways" to bring new or expanding industries into their communities, and it was becoming evident that all chambers were suffering in the estimate of many influential people because of this unprofessional attitude on the part of some. This situation brought about a code of ethics to which members must subscribe. (This code is reproduced in a separate box in this report.) Thus, the members of AIDC as a whole are supporting standards which are a direct benefit to you, the site-seeker.

Because of the wide variety of organizations represented among the membership of the Council, each member is exposed to a great range of information on site selection. This learning by association helps the AIDC member become more effective and efficient in helping you locate your new facilities.

Another of the reasons why the members of AIDC are generally better equipped to serve the site-seeking executive is because the Council invites expansion-planning industrialists to participate in the annual conferences.

For example, at last year's meeting, you could have heard Richard C. Holmquist, a consultant for General Electric Company, speak to the AIDC members on the subject: "Business Climate: What It Is and How to Improve It." Or, you could have listened to Robert D. Courtright, of the Facilities Planning Department of IBM, detail the "Specifics of Location". Or, you could have eavesdropped on Robert E. Johnson, Economist and actuary for Western Electric Company, discussing the mathematical applications to the decision of where to locate plants.

This Council's members have discovered that, in order to serve industry, they must find out what industry wants.

And the same type of discussions will be going on in Dallas on April 10 and 11, 1961, at the 36th annual conference of AIDC. Another panel of experts will make talks on pertinent subjects and then a question and answer period will follow. Outstanding economists and planning experts are featured on the Dallas program, which includes topics such as "Trends in Industrial Location Patterns", "Are Industrial Land Uses Competing or Complementary?", and "The Economic Outlook".

Top area development professionals are also included on every program. Hence, the AIDC member learns from the experts on both sides of the development fence. At the meeting in Dallas, one entire day will be devoted to concurrent clinics

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on the subjects: "Coordinating Industrial and Community Development", "Techniques of Industrial Development", and "Industrial Districts".

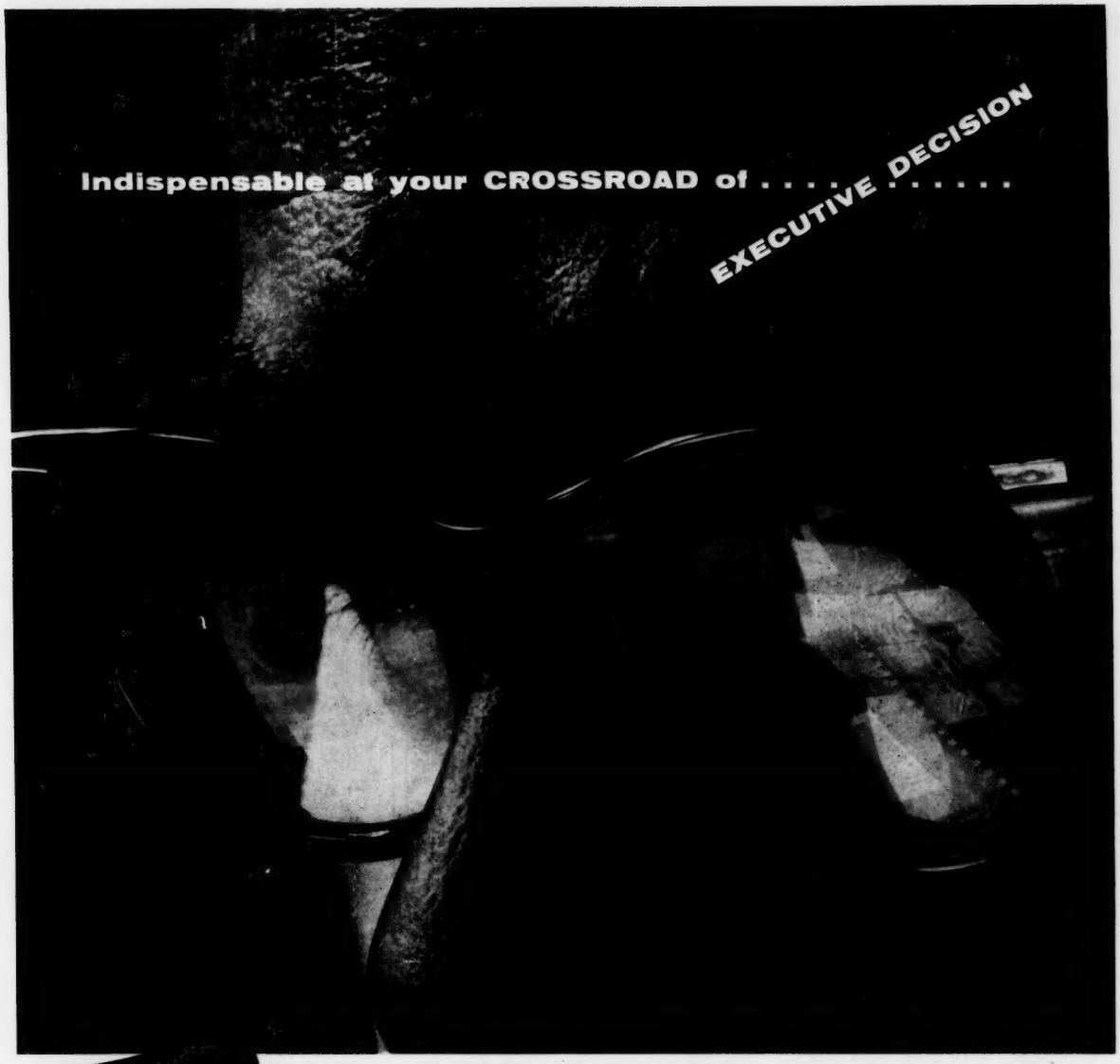
These topics are an indication of the areas of study which the Council promotes. Certainly, the AIDC is the foremost development organization in the U.S. and is generally recognized as such by executives in industry and area development.

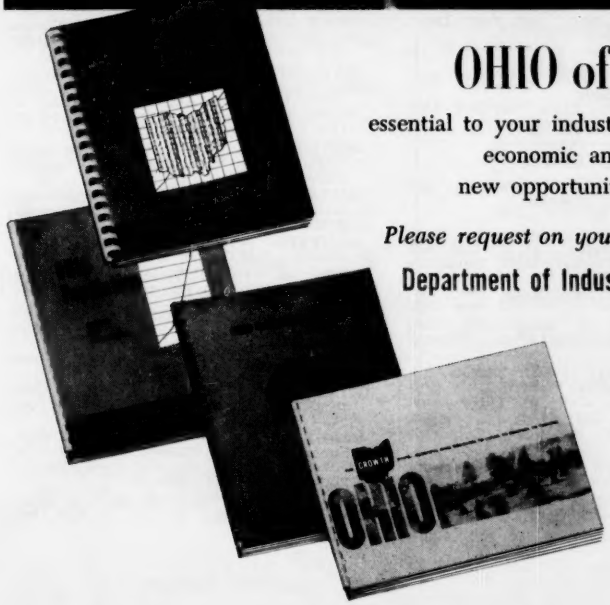
Formed in 1925, the Council was first limited to development personnel of chambers of commerce, but with the entry of many other groups into the field, membership was extended to personnel of almost every type of development organization. Until 1957, the Council operated its headquarters in the U. S. Chamber of Commerce office in Washington, D. C. Then, the Council elected J. Huber Denn (Industrial Commissioner, Delaware State Chamber of Commerce) as Executive Secretary and moved the headquarters office to Newark, Delaware. Mr. Denn remains as the executive officer of the Council with the title of Secretary.

The real growth of the Council has taken place since 1957, when Mr. Denn became secretary. During 1957, for example, the membership increased more than 50 percent and has grown steadily since then.

The need for a continuing high level of standards and for increased professionalization of the membership has been recognized by some of the leaders of the Council and a big step in this direction was taken in late 1960 with a detailed survey of the membership by the Special Projects Committee. This survey questionnaire was completed by more than 50 percent of the members and the results will be reported at the Dallas conference. The action taken as a result of this survey will indicate to a great extent the direction the Council will take in the future.

In any event, the site-seeker will find that the average AIDC member is well-equipped to supply the basic site selection data necessary in locating new facilities. ID presents a geographical directory of the members of this Council in the pages of this report for the convenience of the site-seeker.





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AIDC MEMBERS: A GEOGRAPHICAL DIRECTORY

Included in the following list are the members of the American Industrial Development Council arranged geographically and alphabetically. This current list with corrections through February 5 was provided by J. Huber Denn, Secretary of the Council.

It is important to note that membership in AIDC is not transferable. If you wish to deal with a member of AIDC, mark your inquiry directly to his or her attention.

AIDC MEMBERS' CODE

Members of the Council are dedicated to:

Maintain the highest ethical standards in professional relationships.

Advance the best civic and economic interests of the communities and areas served.

Uphold the dignity and prestige associated with Council membership.

Cooperate with fellow members in informal exchange of information and ideas reflecting practices, procedures, trends, and policy pertaining to industrial development.

Accept personal responsibility for furthering the Council's programs when called upon.

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Paul A. Sieverling, Dir., Committee of 100 - Birmingham, 1914 - 6th Ave., N.
William R. Van Gelder, Dist. Mgr., Steel City Wholesalers, Inc., 2809 - 5th Ave., S.

DECATUR — Thomas D. Johnson, Dir., N. Ala. Associates, 726½ Bank St., P. O. Box 302.

HUNTSVILLE — Guy B. Nerren, Exec. Dir., Huntsville Ind. Exp. Comm., Box 408.

JASPER — Christie W. Summers, Mgr. & Ind. Rep., Jasper C of C, 1st Federal Bldg.

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Thomas T. Martin, V. P. — Ind. Div., Gulf, Mobile & Ohio RR, P. O. Box 881.
William D. Sims, Asst. V. P., American Nat'l. Bank & Trust Co.

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Leland H. Jones, Dir., Ala. State Plan. & Ind. Bd., 711 High St.

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Don G. Parlett, Supvr., Area Dev., Salt River Project, P. O. Box 1980.
Glenn A. Pratt, V. P., 1st Nat'l. Bank of Ariz., 411 N. Central Ave.
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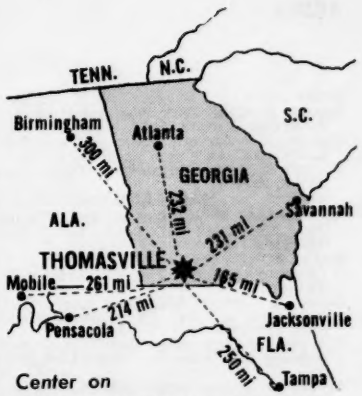

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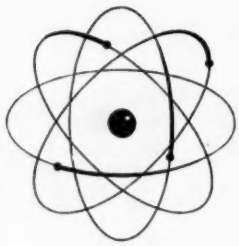

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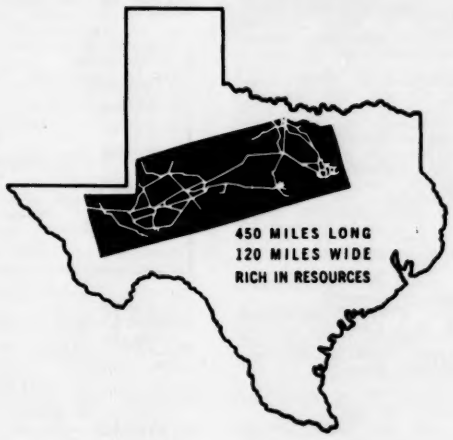

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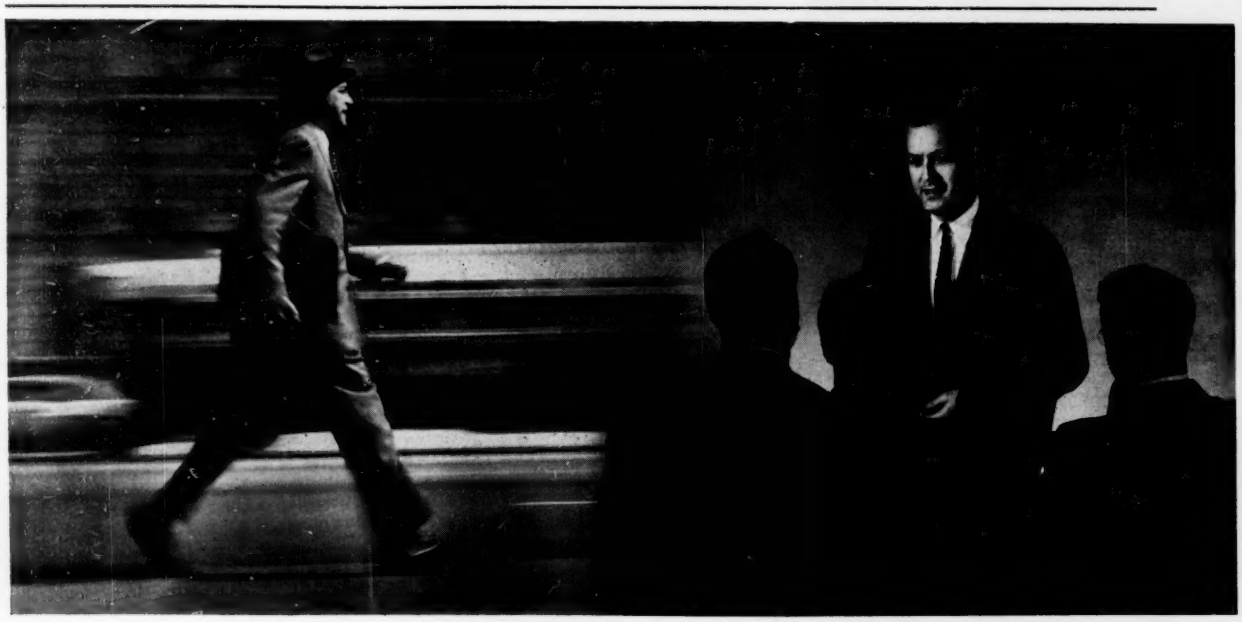

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(Continued on Page 94)

INDUSTRIAL DEVELOPMENT BRIEFS MANUFACTURERS RECORD

NEW YORK. The State of New York's Commerce Department has set up offices in Chicago and Los Angeles, according to an announcement by Keith S. McHugh, commerce commissioner. He said personnel in the new offices will be available to point out the advantages of New York State locations to those midwestern and Pacific Coast firms desirous of setting up branch plants, research facilities or outlets in the East. Edmund J. Lindblom, formerly of the staff of Continental Can Company, is director of the Chicago office, while Robert A. Lopez, previously a regional manager for the State Commerce Department in New York, is heading up the Los Angeles office.

* * *

BRUSSELS. A summary just compiled shows that in the period from November, 1958, to this past July, 75 foreign companies, including 64 concerns from the United States, set up establishments in Belgium. These new developments represented investments totaling about $72 million.

* * *

VANCOUVER. J.C. Ingram, general development manager of the Marketing Division, British Columbia Electric Company Limited, has been named a member of the Editorial Advisory Board of INDUSTRIAL DEVELOPMENT magazine. He is the newly-elected president of the Pacific Northwest Industrial Development Council. A native of Saskatchewan, Mr. Ingram is a graduate of Queens University, Kingston, Ontario. He has served in executive capacities with Canadian Bank of Commerce, the Industrial Development Bank, and Western Development and Power Limited, a subsidiary of B. C. Power Corporation, and an affiliate of B. C. Electric. He has held his present position since November, 1956.

J. C. Ingram

(Continued on page 96)

INDUSTRIAL DEVELOPMENT MANUFACTURERS RECORD

CLASSIFIED ADVERTISING

Industrial Districts

The following planned industrial districts have sites available for immediate construction. Advantages offered by such districts are described in detail in the November-December 1954 issue, pages 6, 7, and 8.

Services offered are indicated by the following code: (A) Architect & Engineer; (C) Construction; (E) Electric Power; (G) Natural Gas; (F) Financing; (P) Paved Streets; (R) Rail Siding; (S) Sewers; (T) Telephone; (W) Water.

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Florida

Perini Industrial Park, located at West Palm Beach on the main line of Seaboard Railroad. Available services (a), (c), (e), (g), (f), (p), (r), (s), (t), (w) — Write — Paul F. Hrabko, P. O. Box 1071, W.P.B. Phone TE 3-4533.

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AIP	American Institute of Planners
AMA	American Management Association
ARDA	American Railway Devel. Assn.
ASPDA	Assn. of St. Plan & Devel. Officials
ASPO	Amer. Society of Planning Officials
EEI	Edison Elec. Inst. (Area Dev. Comm.)
GLSIDC	Gt. Lakes Sts. Ind. Devel. Council
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By Suzanne Johnson

GENERAL REPORTS

Vertical-Take-Off Aircraft and Long-Range Urban Planning Consideration by Walter R. Hunziker. This study explores the future of urban life as it will be affected and shaped by the use of VTO (vertical-take-off) aircraft. The study includes the effect of VTOs on trafficways, land-use, the economy, social conditions and government organization. Although this topic may seem premature, the planning considerations show the need for immediate recognition of the VTO potential in long-range urban plans. Graduate Division, Georgia Institute of Technology, Atlanta, Georgia. 1958, 52 pages.

Goals for Americans. The report of the President's Commission on National Goals. The American Assembly, Columbia University, New York 27, New York. 1960, 372 pages, $1.00.

Patterns of Industrial Growth 1938-1958. The data which are presented in this publication are designed to trace the changes that have taken place in the nature and level of industrial activity — the mining, manufacturing, construction and electricity and gas industries — between the years 1938 and 1958. The pattern of expansion which is described, and the accompanying changes in productivity, will be of interest to all who are concerned with industrial expansion as a source of higher levels of living. Publishing Service, United Nations, New York, N. Y. 1960, 471 pages, $8.50.

The Common Market and Investments by Dr. Marc Kohler. This volume presents an explicit, authoritative, and illuminating picture of the Common Market — the European Economic Community. Emphasis is placed on the legal aspects. Dr. Kohler explains that the Common Market is itself a goal as well as an operating organization. The information he gives us, which includes concise outlines of major international organizations and treaties, to which the United States is also a party, is essential for a basic understanding of the economic, political, and social future of the world. Vantage Press, Inc., 120 West 31st Street, New York, New York. 1960, 172 pages, $3.50.

AREA REPORTS

The Economic Situation in Spain and Foreign Capital Investments. As the Spanish economy gradually switches from agriculture to industry, this booklet sets forth the vast possibilities of the country at present and also for a near future for foreign investment. Drucker International, Consejo de Ciento, 327, Barcelona, Spain. 1960, 36 pages.

Mexico Today. Understanding the new Mexico — a fast-moving, progressive country in the midst of change — is important for all Americans. It is especially vital for businessmen and investors. This booklet is intended to provide basic information to help create better understanding. First National City Bank, 66 Wall Street, New York, New York. 1960, 32 pages.

Statistical Guide 1960 For New York City. Department of Commerce and Public Events, 625 Madison Avenue, New York, New York. 1960, 71 pages.

When Planning to Expand Overseas, Consider Ghent. This document contains in a concise manner an enumeration of all advantages offered to prospecting managements by the Ghent port and canal zone. Three distinct parts describe succinctly: the economic significance of the Ghent region, port and canal zone; the main inducements for settlement in the area; and the Ghent region as a social and cultural center. City of Ghent — Port of Ghent Authority, Vliegtuiglaan 1, Ghent, Belgium. 1960, 23 pages.

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Midland Development League, Incorporated, Mr. T. R. Ewart, 203 Gulf Building, Midland, Texas. (Ad page 88)

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New York State Department of Commerce, Mr. Ronald D. Peterson, Director, 112 State Street, Albany, New York. (Ad page 4th cover)

Niagara Frontier Port Authority, Port Director, 423 City Hall, Buffalo, New York. (Ad page 23)

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Nueces County Navigation Commission, Mr. Byrd Harris, Port Director, Box 1541, Corpus Christi, Texas. (Ad page 32)

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BRIEFS

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WRIGHTSVILLE BEACH, N. C. The Department of the Interior has announced the selection of Wrightsville Beach, S. C., as the site for the east coast saline water conversion demonstration plant. Announcement of selection of the site here was announced after a review of the recommendations of a special Site Selection Board. The North Carolina location was chosen from more than 50 East Coast cities and communities which had asked to be considered.

* * *

NEW YORK. A special drive to interest U. S. Metalworking producers in Australian manufacturing partnership agreements has been announced here by Dr. Arthur Denning, Commissioner for New South Wales. He announced also that William Flood had been appointed engineering representative to discuss with American corporations in the field possible joint venture operations in the island continent's most populous state. Mr. Flood, who is located in the New South Wales Government office in New York City, has served since 1946 as engineering research officer for the government of New South Wales.

* * *

Development-minded industrialists in the news:

. . . **Thomas F. Patton** is new president and chief executive officer of Republic Steel, New York. . . **Kendrick R. Wilson, Jr.,** has been advanced from president to board chairman and chief executive officer of Avco Corporation. . . **Robert W. Johnson, Jr.** is the third Johnson to be named president of Johnson & Johnson, a company founded by his grandfather. . . **C. A. Gerstacker** has succeeded Earl W. Bennett as chairman of Dow Chemical Company, Midland, Michigan. . . **Carl N. Singer** has been moved from executive vice president to president of Sealy, Inc., Chicago. . . **Michael F. Cudahy** has stepped up from president to board chairman of Patrick Cudahy, Inc., Milwaukee . . . **Fletcher L. Byrom** is the new president of the Koppers Company, Pittsburgh . . . **George Cook II,** has been named president o fthe newly-formed Owners-Corning Fiberglas International, S. A.

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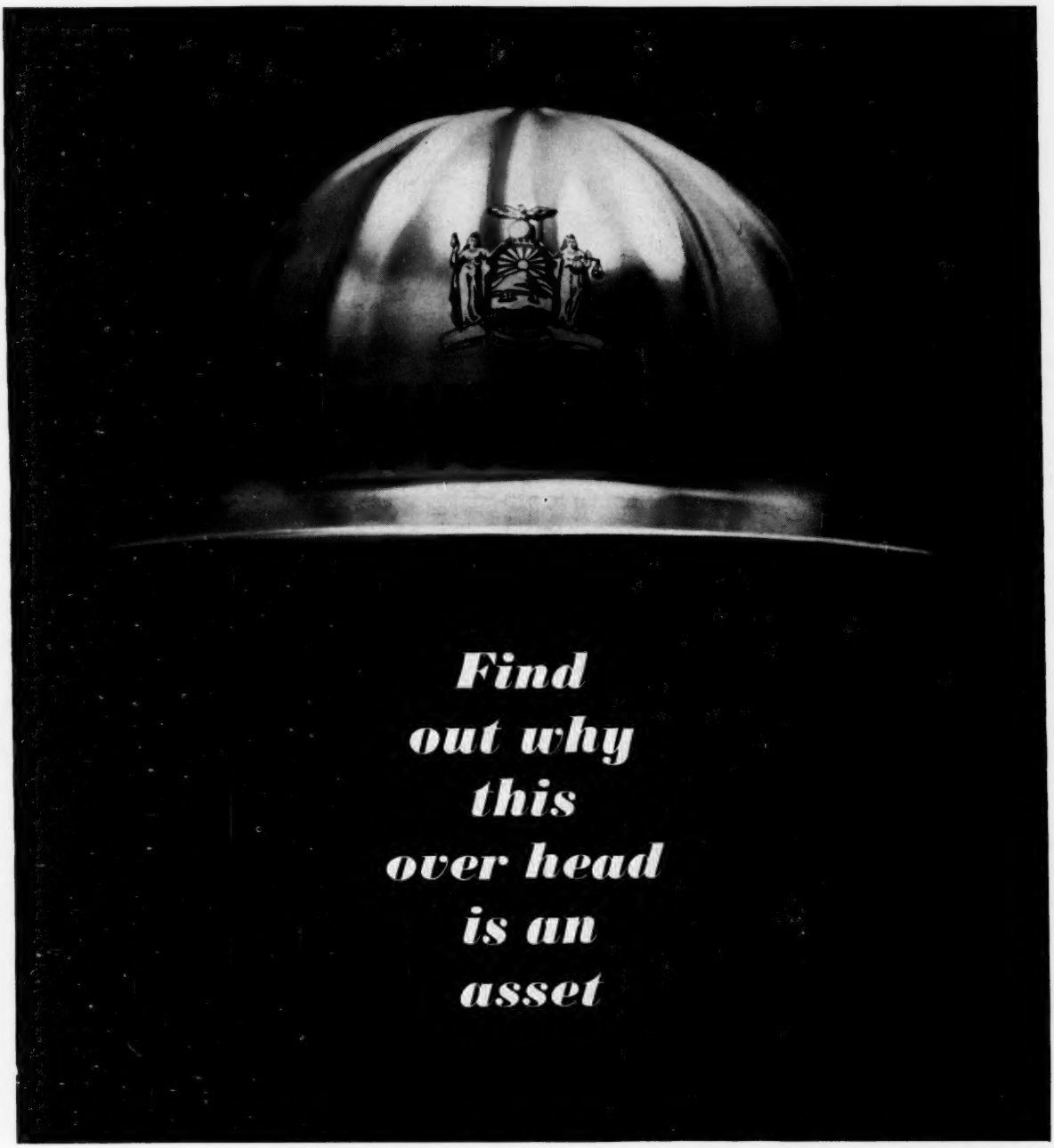
GREATER ST. PETERSBURG - CLEARWATER INDUSTRY COUNCIL

GREATER ST. PETERSBURG CHAMBER OF COMMERCE

Jack Bryan, Industrial Director / Department ID, St. Petersburg, Florida

Clearwater
Dunedin
Gulfport
Indian Rocks
Largo
Madeira Beach
Oldsmar
Pass-a-Grille Beach
Pinellas Park
Safety Harbor
St. Petersburg
St. Petersburg Beach
Tarpon Springs



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